Volume I

# THE SALES PERSONS

## NATIONAL YOUTH ADMINISTRATION for KENTUCKY

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## A MAJOR TASK AHEAD

The clarification of human values and their reformulation in order to give expression to them in terms of today's life and opportunities is a major task of social thinking. The progressive confusion created in men's minds by the bewildering sweep of events revealed in our recent social trends must find its counterpart in the progressive clarification of men's thinking and feeling, in their reorientation to the meaning of the new trends.

-"Recent Social Trends."

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NATIONAL YOUTH ADMINISTRATION

FOR KENTUCKY

FRANK D. PETERSON, SUPERVISING STATE DIRECTOR

ROBERT K. SALYERS, DEPUTY STATE DIRECTOR

NINTH AND BROADWAY

LOUISVILLE, KENTUCKY

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# THE SALES PERSON

VOLUME I.

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Prepared on an NYA Work Project under supervision of
Division of Educational Aid
Otis C. Amis, State Supervisor

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JANUARY 1937

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NORWOOD I.

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Prepared as an Aid Under Farm-
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# FOREWORD

This monograph is intended to give a concise, accurate picture of the vocational opportunities in retail salesmanship. No effort has been made to influence prospective salespersons to accept or neglect employment in this field of work.

The material was gathered from personal interviews with business managers of retail concerns, pamphlets issued by commercial organizations, government publications and publications dealing with salesmanship.

Acknowledgments are due Mrs. Edna Hicks Terrell, training director, The Stewart Dry Goods Company, and to Miss Alice E. Watkins, Salesmanship Instructor Ahrens Trade School, Louisville, Kentucky, for their suggestions, and for the information supplied. Miss Watkins read and criticized the manuscript.

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# Before Choosing A Vocation

## Determine ----------

1. If it is in line with your interests and abilities.
2. If the rewards and benefits you will get from it are worthy of your efforts.
3. If you can afford the time and expense to prepare for it.
4. If it offers opportunities for the future

To the Counselor:

Selling occupations as listed in the Manual of Work Procedure issued by the Federal Emergency Relief Administration include workers within a wide range of age and activity, training and ability. The following classifications are given:

Salesmen and Kindred Workers

Auctioneers
Wrappers in stores
Canvassers
Collectors and creditmen
Commercial travelers
Decorators, window dressers
Demonstrators
Inspectors
Insurance agents
Newsboys
Real estate agents
Sales agents

Sales clerks in:
clothing stores,
department stores,
drug stores,
five and ten cent stores,
gas stations,
other retail stores,
wholesale stores,
factories, not elsewhere classified.
Shoppers.

Volume One of "The Salesworker" will deal with the occupation of salespersons employed in retail selling. The emphasis will be placed primarily on the work of salespeople employed in stores. However, much of the information given is applicable to selling in general and will serve to acquaint young people interested in this vocation with possibilities and limitations within the entire field.

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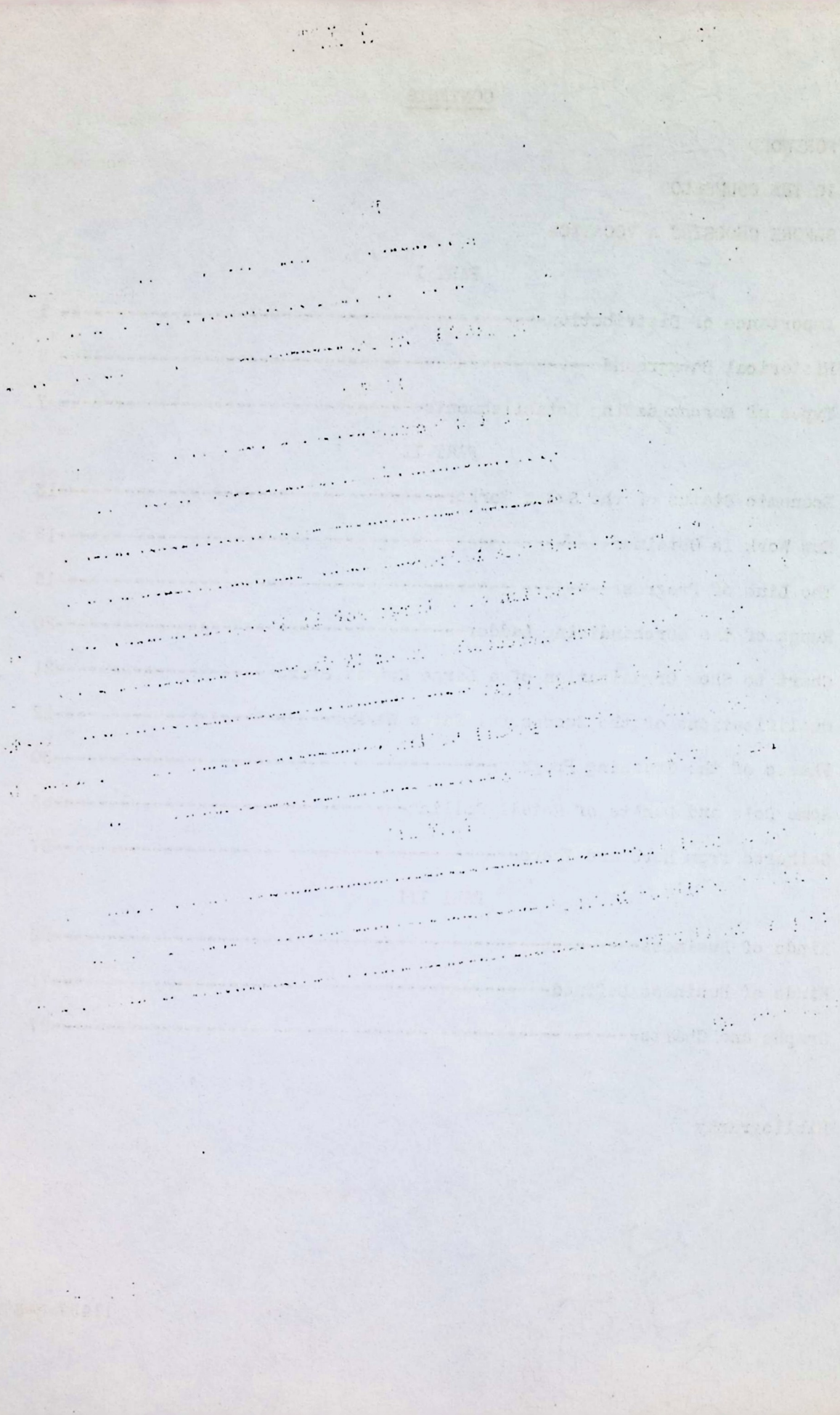


15th Census of the United States, 1930, Distribution V.II P. 3

The importance of merchandise distribution in our economic system is generally conceded. Some of the most perplexing problems of our present day order are those relating directly or indirectly to the marketing of goods. The conditions prevailing prior to the twentieth century were largely accountable for the neglect of distribution and its problems. The demand for most products until the present century, was far ahead of the supply. Consequently, the problem of the times was how to produce goods in sufficient quantities to satisfy the apparently insatiable wants of the consumer. Much time was therefore given to the study of production methods and efficiency. Besides, there was little overlapping in the territories of manufacturers and distributors, most of whom operated in local markets.

With the development of transportation facilities, however, competition among producers and distributors of similar goods increased by leaps and bounds, thus presenting real problems in selling. Furthermore, because of important inventions and increased production efficiency, the supply of many products has caught up with the demand and has, in fact, largely exceeded it.

The increased competition, coming from the overlapping of territories and from a supply in excess of effective demand, has resulted in the branding of goods, advertising, aggressive selling, and many other activities, some of which have been carried beyond the point of profitable returns. So much waste in distribution has resulted that business leaders of every type have come to the conclusion that in order to dis-

tribute goods in the most effective and most economical manner it is now necessary to base marketing activities on facts and figures concerning conditions of supply demand factors, and marketing institutions and their operation.

The growing interest manifested in distribution is evidenced by the establishment and development of colleges of commerce; bureaus of business research in connection with universities; the multiplication of advertising agencies; and market analyses and investigations conducted by trade associations, congressional committees, and individual economists. The Census of Distribution is the most recent and probably the most comprehensive of all single efforts made in the field of distribution for the purpose of ascertaining the nature of the distribution mechanism, its component parts, and how it operates. It is hoped that the census of distribution will provide for the first time a fairly complete picture of the complicated marketing system which has developed and evolved over a long period of time. Knowledge of this should lead toward substantial improvements in the movement of goods from producer to consumer.

The principle of exchange is deep-rooted in human nature. It is a distinct feature of even the most primitive peoples who live by hunting and fishing. Some of the customs of early traders are so unique as to continue to attract interest today.

One type of trade is known as "silent trade" or "dumb barter." The Carthaginians used this method of exchange in trafficking with African tribes. One of the parties to the transaction carried his product to a customary place and after placing the goods, retired to the bushes, where he hit upon a gong. The purchaser, after inspecting the merchandise, put down what he considered fair value and carried away the goods. The seller then came out, and if satisfied with the bargain, removed his new possession. If he was not satisfied he retired to the bushes until suitable additions were made. Since neither party to the transaction held any direct communication with the other, this type of exchange is called "silent trade."

The Maori of New Zealand offer a good example of the "gift exchange." In this form of trade no bargaining took place; such was not considered polite. As a very strict system of reciprocity existed, the one who received the gift was expected, as he valued his name and reputation, to make adequate repayment. He usually planned to give more than he had received, not because he was generous, but because he valued his social standing in the community.

"Barter" implies direct exchange of goods for goods. It carries with it the idea of bargaining. In primitive groups where the gift exchange system was practiced in trading ceremonial shells, etc., bartering

for food and ordinary necessities was common. The theory of supply and demand did not affect the trade. Desire was the only value fixer.

Some forms of so-called primitive money were mis-named for they did not act as common measures and standards of value or as storers of value. Although they were not good money things, they did make buying and selling possible with a recognized medium of exchange. This improvement in trade helped to establish markets and trading expeditions.

Several characteristics of a market may be mentioned. These are: A set time of day, a regular day for holding the sale, a definite place, and proper restrictions. Types of markets vary greatly, not only as to the products bought and sold but also as to the mode of conducting them.

One of the simplest forms of market is still found in the Salomon Islands. While the men stand guard with drawn spears, the women bargain their fish for the vegetables and pigs of the women on the mainland. In Africa, where the populated districts are near each other, markets are conducted on the same day in several localities. Early in the morning the paths are filled with natives carrying their products to the trading center, and by noon some of the markets are crowded with literally thousands of people. Ruins of ancient cities have proved unmistakably that most of them had had a market place.

During the Middle Ages practically every manufactured article needed in the home was made in a room connected to the main dwelling, and called a shop. As people began to specialize by making shoes or cloth or armor, etc., those who wished to get a product which they did not make themselves went to the "shop" of the shoemaker, or weaver, or armorer.

Carrying with them the products which they wished to sell, they visited shop after shop until they found someone to trade with them. This is the origin of the term "to go shopping."

With the growth of small manufacturing in New England, peddlers carrying packs on their backs became familiar figures in middle-western communities. Walking or riding horseback they came with their stocks of tin-ware, ribbons, needles, clocks, and sundry notions. As demands for more varied goods increased and as sections became more thickly populated, some of these "Yankee Peddlers" settled down at the cross-roads and opened general stores.

Books on the beginning of Middle West history have given so complete a picture of the trading posts of the 17th century that no discussion of them is necessary here. It is well to remember that many of these stores were the foundation stones on which were built cities which became the "crossroads of the nation." Among these early trading centers which became great commercial cities were Dearborn (Chicago), New Amsterdam (New York), St. Louis, St. Paul, and Des Moines.

"The Store" has become a tradition in rural America. The merchant is usually one of the substantial citizens of the community. The store name passes from generation to generation. It is a gathering place for social spirits, and even in this day of newspapers and radio, it is still the news center of the neighborhood. The theory is advanced by some that the modern department store is a glorification of the erstwhile general store.

This is not hard to believe, despite the contention of others that modern selling centers are an answer to the demand for efficiency.

This group maintains that several specialty shops can operate more satisfactorily to both proprietor and customers by coming together under one roof and with one over-head expense. Whatever its origin, the modern store is built on changed merchandising ideals.

The slogan of modern merchandising, "Honesty in buying and selling," is a comparatively recent development. Until within the last 75 years fixed prices were unknown. Goods were formerly marked in code with two sets of figures. One mark indicated the cost to the dealer. The other was the lowest price at which the merchandise could be sold. The salesman was justified in making any statement, true or false, that would sell the goods, and he who could secure the highest advance over the merchants' price was considered the most valuable employee.

Modern business is built upon the ideals of service. Experts plan the physical layout of the store so as to present the greatest degree of comfort and convenience. Highly paid buyers comb the markets to secure the best values for their customers. The ethics of selling demand that the salesperson present his wares honestly. Organizations, some of which give employment to thousands of men and women, have been built on the ideals of honesty and service.

## WHOLESALE SELLING

One of the most important divisions of distribution is wholesale trade. Very little will be said in this monograph about this phase of merchandising, because the information included in this book has been collected in order to help the largest possible number of young people. While many people are employed in wholesale selling, most of these are men. The majority of them have begun as clerical workers in the offices or on the shipping platforms of their concerns. As their enthusiasm for their work has grown and as their employers have recognized personal qualities which are evidences of selling ability, promotions have followed.

Most wholesale establishments maintain display rooms where retailers may inspect merchandise. Practically all of them distribute catalogues from which customers may order without personal inspection or explanation. Some have road men who call on "the trade" in specified areas. When one considers the amount of money involved, wholesale trade requires very few salespeople in comparison with the vast number occupied in retail distribution.

## RETAIL SELLING

A retail store is a place of business which sells goods directly to the consumer in comparatively small quantities. It may be a store, a filling station, a restaurant, a garage, a mail-order house or the district office of a crew of house-to-house salesmen. It may be the retail department of a utility company or a department leased in a store of another kind.

The first Retail Census was taken in 1929. In the five year period between 1929 and 1934, new stores to the number of 548,253 were reported. Of these 8,805 were in Kentucky. At the end of 1933 the volume of business in the 1,526,119 retail stores in the United States was $25,037,225,000.00

TYPES OF RETAIL STORES

Retail stores may be classified according to the lines of goods which they carry. The main sub-divisions on this basis are department stores, furniture stores, hardware stores, specialty shops, drug stores, variety stores, and food stores. They may also be classified by ownership and control. Under this heading are independent stores, chain stores and manufacturer's retail stores. The following definitions will help to identify some of the less familiar of these organizations:

Specialty shop--A store specializing in a single line of one kind of merchandise. For example some dress shops specialize in garments within a definite price range; others handle only cotton frocks; another may sell only women's hats; some carry nothing but shoes.

Variety store--Such stores usually sell many kinds of merchandise of small cost, such as ribbon, combs, stationery, novelties, and notions. Transactions in variety stores are for cash, and cash registers are located in each department. The salespeople make change and wrap the purchases. As the goods is displayed on counters and shelves and is clearly marked, the employees in variety stores are usually order-takers.

Independent store--These establishments are owned and operated by individuals or partners. They have no connection with other stores of the same type. Because they wish to gain advantage through a larger buying power, many of the owners of independent stores have formed associations. All the members agree on a price policy which is included in their advertising. Except for co-operative buying and advertising, the management of such stores is entirely independent.

Manufacturer's retail store--Manufacturers sometimes find it

advantageous to maintain a sales-room where their products may be disposed of directly to the consumer.

Chain store--This system involves a group of stores operated by a central organization. They may be owned by individuals, but usually the ownership lies in a corporation. The managers of the separate stores receive a basic salary and commission on all business over a stated amount. They carry out the policies dictated by the supervisors and district managers, who in turn are executing plans developed by the central organization.

Chain stores ordinarily specialize in one line of merchandise, for example, groceries, women's ready-to-wear, shoes, etc. The Five and Ten Cents stores are a notable exception for they carry literally hundreds of different articles. Quantity buying is a large factor in chain store success, and the organization profits by the advertising value of its name.

Department store--These institutions handle many lines of unrelated merchandise such as clothing, furniture, jewelry, hardware, etc. There is a merchandise department which handles related lines of goods. For instance, in the house furnishing department one finds dishes, mops, utensils, and electrical appliances. Many department stores, in addition to the traditional stock of clothing, furniture, blankets, etc. also carry fresh fruits and flowers, delicatessen and fancy groceries, and most of them contain restaurants. They are usually found in retail centers of the larger cities.

## Departments of Stores

There are four departments which are necessary for carrying on the business of a store. They are:

1. Accounting--Responsible for the correct accounting of all

financial transactions.

2. Advertising--Charged with presenting the merchandise to the public in a manner so attractive as to dispose of it quickly at a satisfactory price.

3. Management--In charge of personnel, policy and employment.

4. Selling--The direct link between the store and the customer.

THE TEN COMMANDMENTS OF SALESMANSHIP

BE AGREEABLE

KNOW YOUR GOODS

DO NOT ARGUE

MAKE THINGS PLAIN

TELL THE TRUTH

BE DEPENDABLE

REMEMBER NAMES AND FACES

DO NOT BE EGOTISTIC

THINK SUCCESS

BE HUMAN

From: Retail Salesman in New Orleans.

PART II

## ECONOMIC STATUS OF THE SALES WORKER

### HOW WORK IS OBTAINED

In small stores the applicant for a position usually finds work by securing an interview with the proprietor or manager. That official hires or rejects the prospective employee on the basis of his personal appearance, attitude, and experience. Whether or not the salesperson gets the job is usually dependent on the impression that is made on the employer.

In larger establishments the routine is much more complicated and the girl or boy applying for work must undergo a thorough investigation. An outline is given of the employing procedure in one of the largest department stores in the country. This is typical of the system used in many such organizations.

### APPLICATION PROCEDURE IN LARGE STORES

The applicant goes to the employment office where a preliminary interview lasts only two or three minutes. The examiner notices particularly the general appearance, the voice, and the manner of the person seeking employment. Those who are approved are sent on to the personnel specialist where further elimination takes place.

The application form which must be filled out by those who have progressed to this stage of the interview frequently contains several pages. The questions asked, in addition to those dealing with the usual qualifications, such as age and experience include inquiries as to special

training, why employment with that organization is desired, and how many acquaintances and relatives are numbered among the store's employees. Names and addresses of people who can vouch for the applicant's good character are requested.

In some stores those who are accepted by the personnel manager are referred to a psychologist. Here mental and manual tests are given. These help to determine the type of work for which the applicant is best suited, and help to decide in which department the best work can be expected.

Many establishments maintain training schools for their employees. In every store some training must be given in the practice of the particular establishments. This may be merely an explanation and demonstration of the forms used in transacting the store's business. It may include classroom demonstrations and lectures designed to increase the ability of the employee.

The initial classes may be dramatizations of store practices. The trainee is taught to operate a cash register and to make change using stage money if the store operates on a system which requires salespeople to handle their own receipts. If the money is sent to a central office, they must learn the significance of the different colored carriers. Instruction may include a presentation of the store's ideals of courtesy.

Many types of service are demanded in the successful operation of a store. In this monograph we are interested only in those occupations which are directly related to selling. Even with this limitation there are several levels of achievement.

Untrained, inexperienced young persons securing employment as stock-keepers, wrappers, or jumpers in a department store or specialty shop may some day be merchandising executives. Such rises to prominence are not unusual. The biographies of many of the foremost people in the selling world are as interesting as an adventure story. The wages paid the beginner are small and some of them never progress beyond this stage.

However, a few, by their initiative and alertness, attract the attention of their superiors. This selected group is promoted to the rank of junior salesperson. Many stores allow their junior salespersons to secure their first selling experiences at counters in the aisles. Here they sell special "sale" articles. All stores do not follow this policy, for in Louisville some of the girls who sell at these stations have been with the firm for several years. The wide variety of stock which these girls handle familiarizes them with the merchandise in many departments and helps to determine where they will eventually sell. Junior salespeople are usually assigned to minor departments such as stationery, handkerchiefs, and notions. Promotions carry them into departments which demand a thorough knowledge of the stock and ability to present its selling points.

Full-fledged salespersons are used in positions where their training and knowledge of the principles of selling will bring the great-

est profit to the firm. In department stores many more women than men are employed, but certain departments remain the particular field of men. Among these are men's furnishings, furniture, and rugs, musical and electrical appliances, linens and dress goods. The latter department is being rapidly invaded by women. Oriental, sport, antique and book departments, as well as women's clothing departments, are largely staffed by women.

The next step up the ladder carries the successful salesworker to the position of head of stock. In many stores this employee is called the assistant buyer. The interest which has been shown in care and display of merchandise, the ability to handle difficult situations tactfully, and the evidences of growth which are apparent are determining factors in such a promotion. Another expert gives the following reasons for the success of a saleswoman who secures recognition; having physical strength to stand and be cheerful eight hours a day; being neat and quiet-voiced; having thorough knowledge of stock; self confidence; and giving a little more than she is paid for. While the position may not mean any appreciable increase in pay, it does place the worker in line of further advancement.

Progressive stores have systems of rating their salespeople. Sometimes this is merely a record of the volume of sales. One store considers the following points in the habits of work of its employees:

1. Idealism
2. Intelligence--self-culture included
3. Optimism
4. Uniform courtesy--The accent here is on "uniform." It is well to remind prospective salesworkers that one cannot judge the finan-

cial standing of the customer by his personal appearance. A good rule to follow is to treat all customers exactly alike.

5. Concentration--time and energy

6. Loyalty

7. Enthusiasm

The buyers have very responsible positions, for upon them depends in a large degree the prestige of their organizations. They must be alert to the needs of the customers as to quality and style; they must have judgment to know what will sell and how much can be disposed of. They must have executive ability. The work is very interesting, demanding as it does frequent trips to the great merchandising markets. In some departments of the larger stores these buying expeditions take the buyer to foreign countries.

The floorwalker or section manager is a minor executive. To qualify for this position, the salesman should be able to meet people well, and should have an unusual amount of tact.

Some few salespeople are chosen as minor executives, but these positions are being filled, in most instances, by college graduates. One large store has a six months try-out period during which time the young men are assigned for two-week intervals to various departments. In this way they soon become acquainted with the entire store. They attend regularly the lectures given on store procedure. Not all of these qualify, but those who do complete this apprenticeship satisfactorily are in line for high salaried positions. While a few women are in executive situations, men predominate in this division.

The following qualities, given in order of their importance by

Mr. Percy S. Straus, head of Macy's are prerequisites for success as an executive:

1. Character--Ability to differentiate between right and wrong, and the courage to choose.
2. Personality
3. Self-control
4. Integrity
5. Loyalty
6. Desire to learn
7. Imagination--Creative quality; the ability to visualize new arrangements and work out novel methods of presenting merchandise.

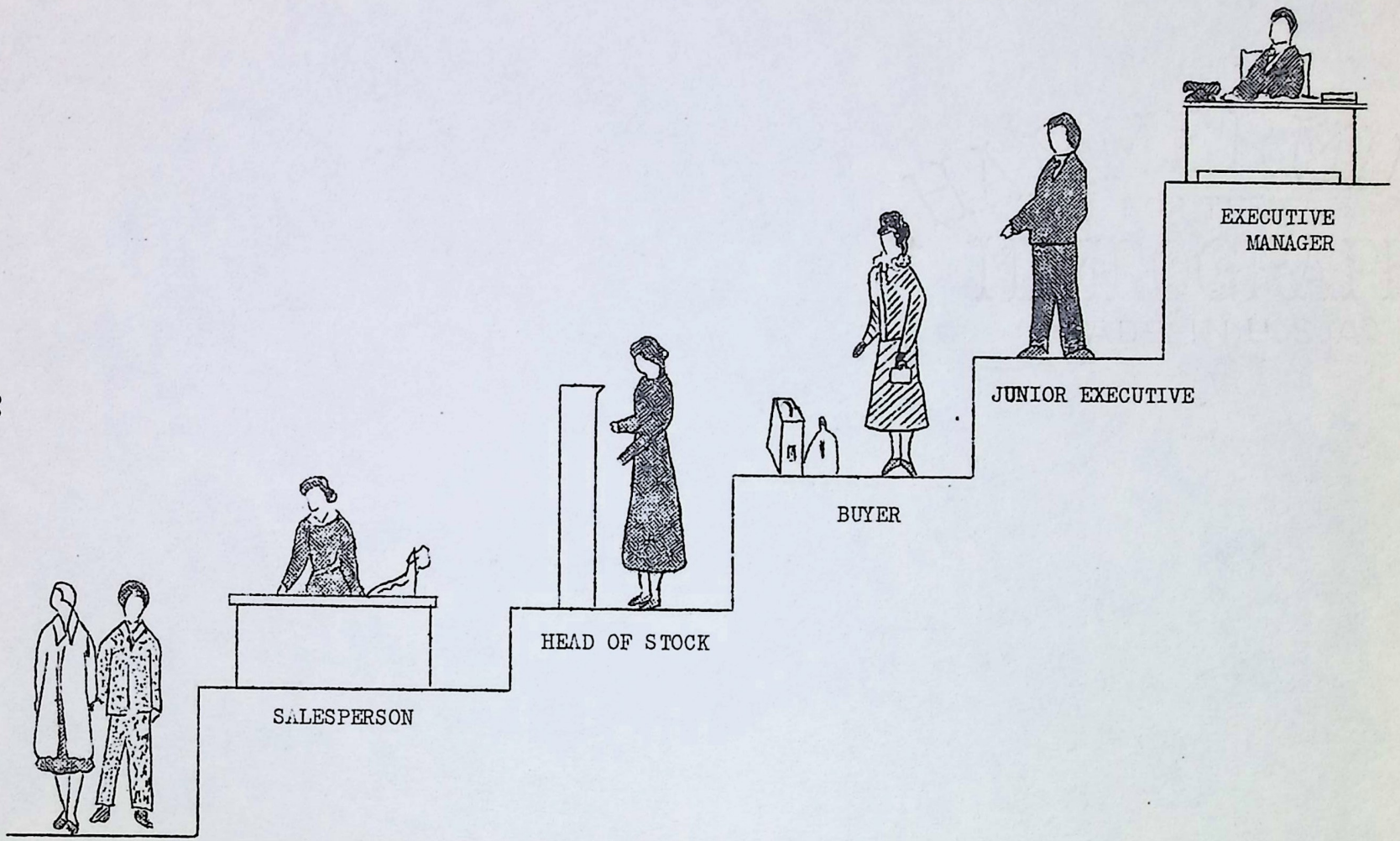
From this group a few of the more outstanding ones may go to the top of the ladder. As has been said, some of these have worked their way up from the bottom. Competition is so great that there is less opportunity to become a self-made man nowadays, and the majority of executives have had college training.

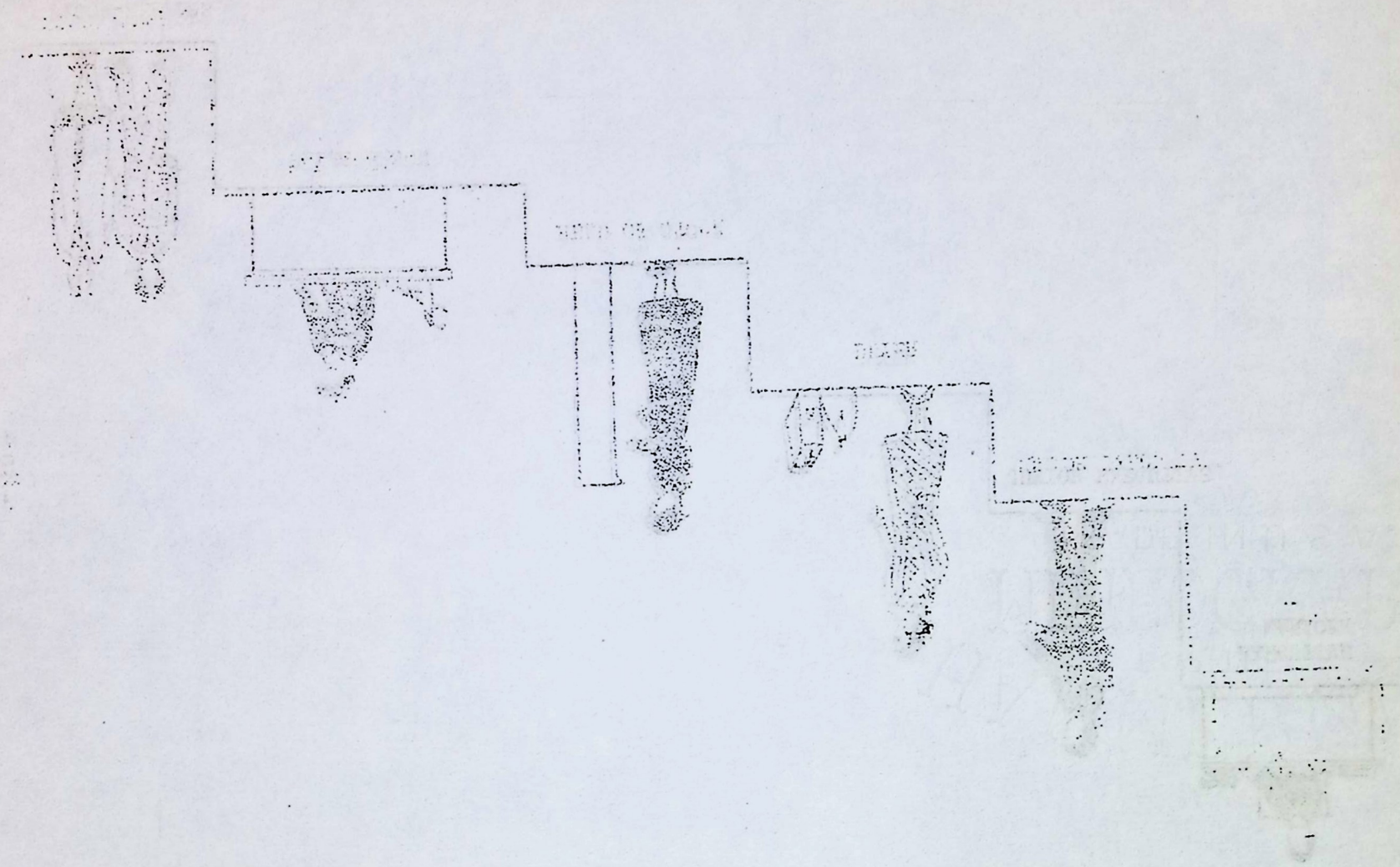
The limitations of space will not permit a discussion of the work of each of the many types of salesman, for instance, the auctioneer, the canvasser, and the telephone salesman. But there are two groups of sales-workers who should be mentioned because their work is so closely allied to that of salespeople in retail stores. These are the shopper and the demonstrator.

Large retail establishments cannot take for granted that their merchandise and prices are in line with prevailing conditions. A woman capable of judging quality and values is assigned to "shop" competitors' stores. She prepares careful reports which are of great assistance to the buyers for her organization and to the advertising department.

Salespersons are employed to interest the public in the product of a particular firm. They verbally invite customers to observe the points of excellence of their goods. They sometimes show how the merchandise is to be used. Many manufacturers depend upon demonstrators to introduce new merchandise to the buying public. Foods, toys, cosmetics, and household appliances are types of goods most commonly demonstrated.

RUNGS OF THE MERCHANDISING LADDER





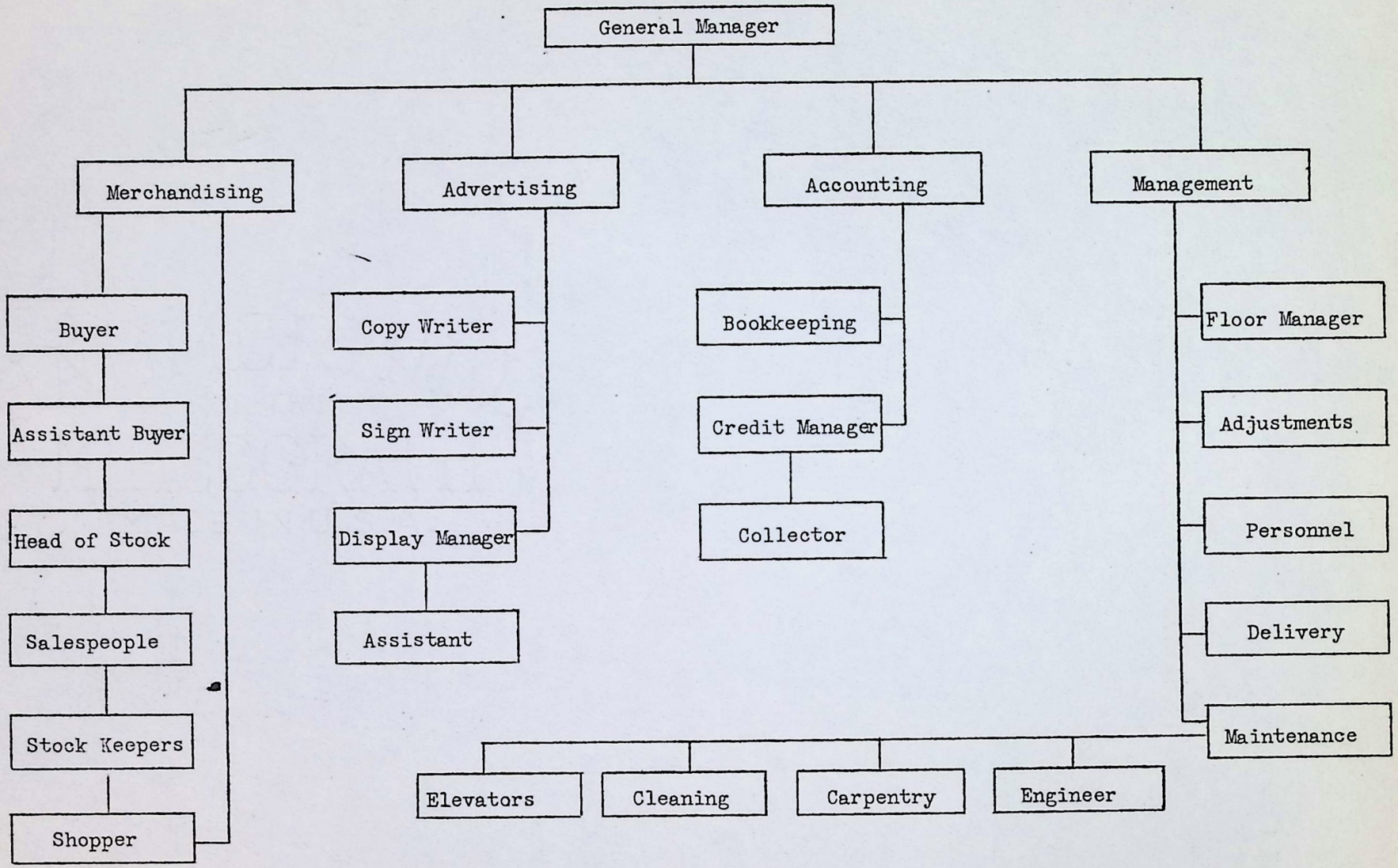



Chart to Show the Origanization of a Large Retail Store



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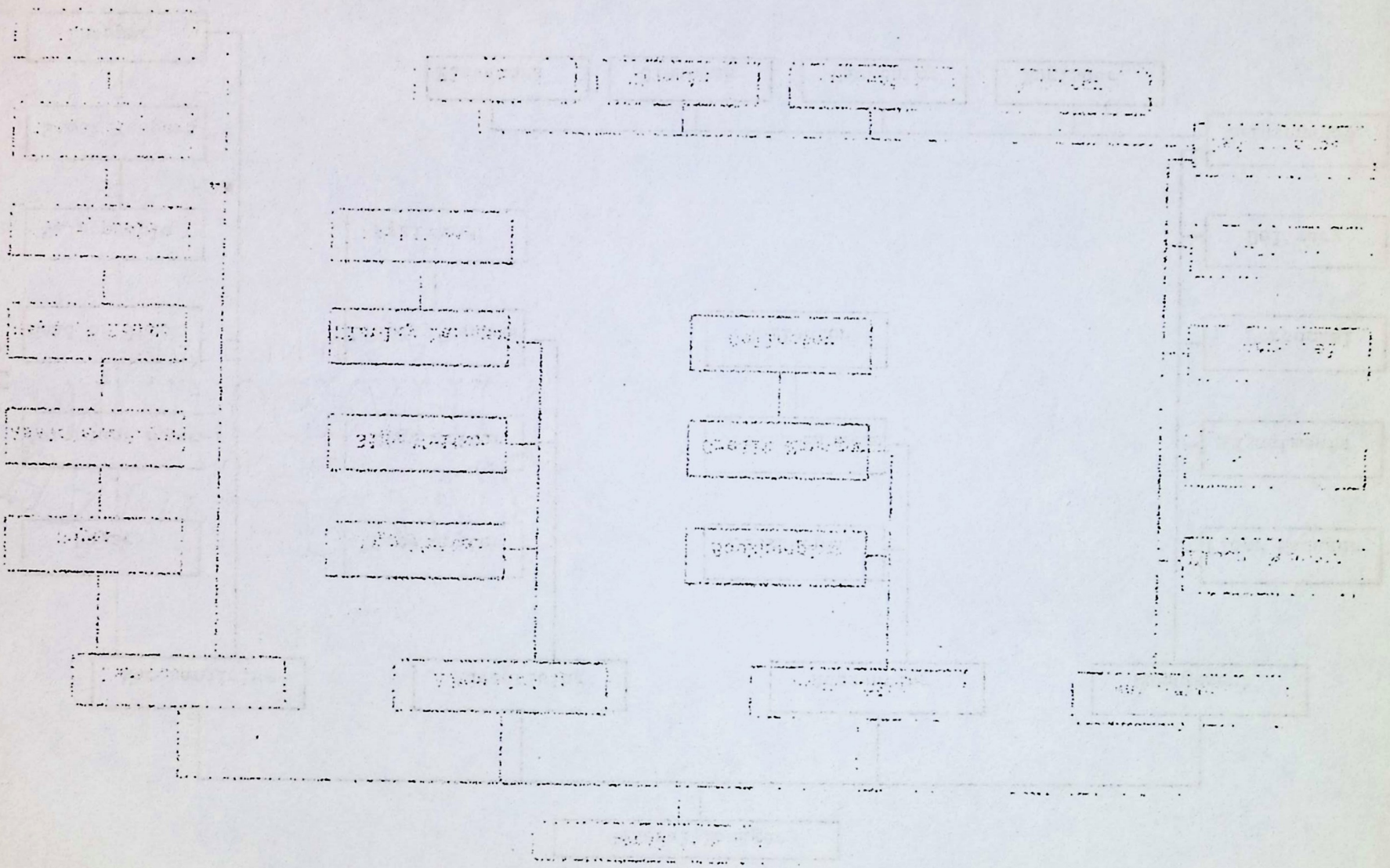

## QUALIFICATIONS OF THE SUCCESSFUL SALESWORKER

### INHERENT QUALITIES

There are some inherent traits without which one cannot hope to succeed as a salesperson. In a former era of merchandising, the salesman who could bring his firm the greatest profit regardless of the means of securing it was a valuable employee. Nowadays a fundamental qualification is honesty. Many organizations advertise a reward to the person discovering any falsehood in the store's advertising, and practically all frown upon overstatement on the part of their sales force. Experience has proved that a sale made does not always mean a customer made. Modern selling success is built on fair dealing.

Imagination is required of those who make selling a career. The wide variety of the work makes the possibilities for success limitless for the workers who have initiative, individuality, and originality. The opportunity to exercise creative powers always brings personal satisfaction. The salesman is also rewarded in dollars and cents.

The salesperson must have an unusual amount of tact, for selling requires contacts with all kinds of people. Webster defines tact thus: "Adroitness in managing the feelings of persons dealt with; nice perception in doing what is best under the circumstances." To be tactful and at the same time honest is not impossible. The customer who objects to a piece of merchandise does not like to be contradicted as to his opinion. The tactful salesperson agrees with him partially but may advance another argument in favor of the goods. The result will be a discussion which, if it does not result in a sale, will at least leave

the customer in a friendly frame of mind. Tact makes friends and helps to build the "following" that is so important to salespeople. When one has a large "call trade"--customers who are so well pleased by former service that they are willing to wait for a particular salesperson--the result is apparent in financial returns. If it becomes necessary to make a change in employment, the salesperson with a following need have no fear of unemployment.

Courtesy is another fundamental characteristic of those who expect to succeed in selling. "The customer is always right" is the slogan of modern business. Under the most trying circumstances the store authorities demand that the customer be given courteous treatment. From the moment the customer is approached with a polite greeting until the transaction is completed, a pleasant attitude must be maintained. Even after the customer has left, it is unwise for the salesperson to discuss the customer unfavorably with other salespeople. Such conversations always react adversely.

A memory for names and faces is another asset. Some stores stress the importance of establishing a personal touch with customers. When a charge sale has been made, using the customer's name saying, "Thank you, Mrs.---. Have you seen the new budget dresses this morning?" will help to sell merchandise, will foster a friendly feeling, and will be an aid toward remembering the customer's name when she comes for another purchase. Keeping an address book is another device that helps one to remember.

The salesworker must believe in himself and his goods. Self-confidence and poise are needed, but they should not be mistaken for over-confidence. Self-confidence is based on knowledge. When one knows his

own capabilities and his own weaknesses he can direct his efforts where they will bring results. No one can hope for success in selling unless he understands human nature. Dealing with others soon teaches the observant salesperson the approach that will bring best results with individual customers. Having a thorough knowledge of one's merchandise and being familiar with similar goods offered by competitors increases self-confidence.

Persistence, patience, cheerfulness and adaptability are additional characteristics which every salesperson must possess. To be patient and cheerful when a hard day is nearly over is not always easy. To be persistent with the customer who is "hard to sell" but who is really wanting to buy requires judgment. Persistence must be accompanied by adaptability, for if one approach does not close the sale, another may do so. Patience is one of the most essential traits.

All of the qualities mentioned require intelligence. There are a few occupations in some stores that demand the service of order-takers, but such people cannot expect to make progress. The alert, observant, intelligent salesperson is the one who can hope for success.

J. George Federick in "Modern Salesmanship" lists what he calls the "Seven Supreme Qualifications". They are:

1. An intense desire to succeed.
2. Sociability and sympathy.
3. Dynamic energy and endurance.
4. Intelligence and judgment.
5. Adaptability and open-mindedness.
6. Force and drive.

7. An understanding of the service spirit and modern business ideals. He says that all of these qualifications are desirable and that numbers 4, 5, and 6 are indispensable. He further presents an interesting classification of twenty-five important characteristics. In addition to those mentioned previously he includes:

Character Qualities,- MORALITY - SINCERITY - COURAGE.

Mind Qualities,- CONCENTRATION - INTEREST.

Personality Qualities,- MAGNETISM.

Will Power Qualities,- DECISIVENESS - SELF-CONTROL - ENTHUSIASM - DETERMINATION.

## AGE LIMITS

Many store executives began their careers as stock-keepers and junior salesworkers in their early teens. Compulsory education laws, child labor laws, and the tendency to demand a higher type of service have raised the age level. While the majority of workers are in the 25-44 years age group, some stores are proud to retain their older employees. In a large department store in New York, which has a 25-year Club with three hundred members, there are also enough employees who have been in the service of that store for half a century to form a 50-year Club. Salesmanship offers a life-time occupation to those who are willing to work for it.

## PERSONAL APPEARANCE

Because the salesperson must be constantly in the public eye personal appearance is of utmost importance. Neatness and cleanliness are essential. Extremes in style, whether in clothing, hair dressing, or grooming, must be avoided. A pleasant expression, gleaming teeth, and graceful carriage help to secure a position and aid in holding it.

Girls of medium size are preferred. The tall girl is better behind the counter than short girls. Some stores use their smaller salesgirls at tables and aisle counters where their stature is not a disadvantage. The girl who is too large is frequently awkward and constant standing soon tires her.

## HEALTH REQUIREMENTS

Good health is a necessity. The salesworker must be on the job day after day, and the store must know that she will be at her post unless some unusual circumstance keeps her away. A robust constitution will help her to remain in the occupation in spite of long hours of standing and constant indoor work. Good teeth are necessary for good health as well as being an aid to pleasing appearance.

Keen sight and hearing are aids to sucess, particularly the latter. If the salesworker must concentrate on the words of the customer, she will lose many of her selling points, Some patrons of the store will lack the patience to deal with such a handicap. There are other phases of merchandising in which the worker does not come in direct contact with the public. These might better be chosen by one who is partially deaf.

Energy depends on good health. Therefore, since so much nervous and physical energy are required of the genuine salesperson, health is an important factor.

## EDUCATIONAL REQUIREMENTS

Nowadays the majority of young people who have reached an employment age have had some high school training. Progress is more assured to the beginner who has had a high school education, although many stores accept applicants without this foundation. No education is wasted. Men and women who have had college training and who have the personal qualifications needed for successful selling, are in demand and may expect rapid promotion to executive positions.

Every salesworker must know enough arithmetic to be able to

keep accurate records. Nothing brands an employee as incompetent more quickly than fumbling in making change or in writing sales checks. Errors are expensive, both in loss of money and time and also in loss of trade.

Ability to speak good English is another educational requirement. A few well chosen words clearly spoken are more effective than long, rambling, carelessly uttered sentences. Legible writing and correct spelling of the names of customers, streets and merchandise are one indication of an efficient worker. Incidentally, it may be added that a good salesworker should not only be able to talk well, but he should also be able to listen well.

An innate desire to study will be an aid to advancement, for the successful salesperson is one who keeps abreast of the times and knows the background facts of his merchandise. The amount of technical training needed varies with the product sold. Men selling machines, musical instruments, and similar lines must have sufficient technical knowledge of their merchandise to enable them to present its good points and to demonstrate its use. Such information can be secured usually from factory representatives who visit retail distributors to introduce new models from their factory. Sometimes salesmen go to the factory to learn these points. This is particularly true in the case of those selling electrical equipment.

## TRAINING REQUIREMENTS

An applicant possessing many of the above qualifications but without selling experience may be accepted, for many stores conduct their own training courses. Young people beginning employment as messengers,

stock-keepers, wrappers, checkers, mail-order clerks and telephone operators may develop into salespeople.

It is possible to secure theoretical knowledge in high school courses in salesmanship, by correspondence from business schools and universities, and from lecture courses sometimes conducted by sales experts. In Louisville, the Theodore Ahrens Trade School has a Salesmanship Department which trains boys and girls in the fundamentals of selling and through arrangement with some of Louisville's better stores carries on a co-operative practice program. Certificates are awarded to those who have met the requirements of the school course and have had the determined number of hours in actual selling experience.

## Selection

The problem of selection is two-fold. In the section devoted to qualifications, the question of characteristics of prospective employees which would help them to be accepted for sales work has been discussed. The determining factors, in order of their importance, are personal appearance, personality, and experience.

The second phase deals with the salesworker's choosing the organization for which he would like to work. Some of his success will depend upon the character of the firm with which he is allied. He is handicapped from the start unless the company has proved its merit in its own field, to its customers, and to its employees. If the organization is large there is a possibility of more frequent promotions. The big firm offers varied activities with consequent increased interest to those who have initiative. Expansion programs of such organizations create new opportunities for promotion.

## Training

Training can be secured in several ways. By far the greatest number of salesworkers have learned to sell while on the job. Those who are alert may learn the psychology of selling and may acquire a broad education while working behind the counter.

There are several sources from which knowledge may be acquired. There is no better way of studying human nature than by working with people, and a salesperson's contacts are as varied as the individuals in the community. Observation and practice will teach him the proper approach to use with different types of customers. He will learn the psychological point

at which he should change his procedure. He will learn how to clinch the sale when he has broken down customer resistance.

While on the job he may broaden his educational experience. He may read widely on general lines to improve his cultural background. His knowledge of merchandising in general and his own line in particular may be increased through reading manufacturer's advertising and trade journals. Knowing the geography and history of the merchandise he handles will make him more enthusiastic about his goods. He should be cautioned, however, against becoming a walking encyclopedia. His knowledge is not to be forced on customers; it is ammunition to have ready when it is needed.

It is possible now to secure training in salesmanship in schools on varying levels of educational achievement. Many high schools are incorporating salesmanship classes in their regular courses. Several reputable schools offer such work by correspondence. Universities are adding salesmanship courses to their curricula. Those who cannot take advantage of any of these, may be able to secure theoretical training from sales talks given by experts imported by the stores, by department managers and executives of the firm, or by a teacher who conducts classes for training new employees in some stores. Such classes may be conducted in short units of from 1 to 6 lessons. Sometimes they cover a period of six months.

The student of salesmanship should have a working knowledge of the fundamentals of arithmetic, English, and economics, as well as of the theory and practice of selling. Studying the principles of advertising and the theory of color and design will be helpful. The units of training outlined here are merely suggestive of what could be included in a comprehensive salesmanship course.

## FUNDAMENTAL OPERATIONS

I. Mathematics

A. Work in addition, subtraction, multiplication, and division.

1. Drill for speed and accuracy.
2. Combinations to make 10.
3. Hard combinations.
4. Fractions.
   a. Parts of dollar, pound, and yard
5. Percentage.
   a. Memorizing fraction equivalents of percents.
   b. Simplified methods in multiplication. Ex. Add 00 and divide by 8 instead of multiplying by $12\frac{1}{2}$.
6. Standardized tests.

B. Elementary bookkeeping

1. Making store forms
   a. Sales checks
      (1) Cash
      (2) Charge
      (3) C.O.D.
      (4) Customer takes
      (5) To be delivered

b. Customer comment forms

c. Transfers

d. Exchange and return slips

2. Keeping record of stock

a. Receipts

b. Requirements

II. English

A. Oral

1. Drill in fundamentals of correct, clear, effective speech.

a. Minimum essentials

b. Standardized tests

2. Store practice

a. Dramatization

(1) Application

(2) Simulating selling situations

(a) Practice in approach

(b) Accepted phraseology in routine procedures.

(c) The quick buyer-Buys a specific product.

(d) The inspector-Will buy if advertised article is up to standard.

(e) The shopper-Hasn't decided on standard or price.

(f) The future buyer-Will buy when she finds what she wants.

(g) The looker-Has no idea of buying but does have some desire.

(3) Handling difficult situations

(a) Complaints about merchandise.

(b) The disgruntled customer.

3. Training to talk quickly as one thinks

a. Debate society

b. Discussion club

c. Public speaking

d. Vocabulary building

(1) Observe language of educated people

(2) Good reading

(3) Use of dictionary

(4) Firm resolve to improve

B. Written

1. Spelling

a. Names of customers

b. Names of streets

c. Trade terms

2. Penmanship

a. Legibility

b. Speed

C. Reading

1. Trade knowledge

a. Textiles-(Kinds, uses, qualities)

b. Non-textiles (glass, china, etc.)

c. Technical information

2. Biographies of successful salespeople.

3. History of Trade

III. Advertising

A. Personnel of Advertising Department

1. Newspaper

a. Copy writer

b. Layout man

c. Artist

2. Display

a. Manager

b. Window Trimmers

c. Sign Writers

B. Duties

C. Qualifications

1. Personal

2. Educational

D. Relationships to selling

E. Principles Which Salesperson Should Know

1. Artistic

a. Elementary Theory of Color and Design

b. Space Relationships

2. Language

a. Vivid Description

b. Effective Choice of Words.

IV. Salesmanship

A. The salesman

1. Qualities of a salesman

a. Natural

b. Acquired

2. Desirable personal attitudes

a. Toward customer

(1) Uniform courtesy

(2) Interest in needs

(3) Full and cheerful co-operation

b. Toward work

(1) Interest

(2) Willingness

(3) Enthusiasm

c. Toward employer

(1) Loyalty

(2) Co-operation

B. Knowing the stock

1. Material

2. Quality and texture

a. Durability

b. Finish

c. Style

3. Size

4. Price

5. Source of supply

6. Uses

7. Care of stock

a. Cleanliness

b. Convenient arrangement

c. Orderly disposal and display

d. Careful accounting

C. Serving the customer

1. The approach

a. Professional

b. Finding a point of contact

2. Analysis of needs

3. Demonstration

4. Presents facts and reasons

5. Fights competition

a. Knows what competitors have

6. Creates good will

7. Builds a following

a. Use customer's name orally

b. Keep a record of customer's name, address, telephone, sizes, likes and dislikes.

c. Notify customers of new stock that will interest them.

d. Extend special courtesies

(1) Wrap extra packages

(2) Notice child

(3) Find a chair for tired customer.

## POSSIBLE EARNINGS

The following scale of wages is the average in the better stores in this community. When all of the different types of stores are considered the figures would be much lower. In the larger cities, where the cost of living is higher, the salaries are also higher. These figures must be accepted with the statement that earnings on a salary basis are frequently lower than they would be on commission. A first-class salesman earning up to $35.00 a week would probably be able to make twice as much working on commission in an outside selling position.

### Earnings of Store Employees

| | |
|---|---|
| Stock girls | $12.50 per week |
| Junior salespersons | $14.00 per week |
| Salespersons | $16.00 per week |
| Head of stock and assistant buyers | $21 per week and up |
| Buyer | $3,000 per year and up |
| Merchandise Manager | $10,000 per year and up |

Because of the wide variety of saleswork and the vast difference in the ability of salesworkers, it is impossible to quote a definite scale. The ethics of the occupation demand that salaries are confidential and not to be a matter of discussion between employees.

## REGULATIONS AS TO CLOTHING

"Avoid extremes" should be the slogan of salespeople. Clothing should be well made of good material to withstand the hard wear that it must receive. One outfit of this type is much better than several which are poorly constructed of sleazy material.

Some stores require their sales girls to wear dark dresses during the winter months. Black or dark blue are the usual colors, often relieved by a touch of white. During the warm months wash dresses of simple cut are permitted. Ornaments are not in the best taste. Gaudy jewelry should be omitted.

Extreme styles in hair dressing and too much lip stick and rouge have no place in business hours. Natural colored nail polish is considered more genteel than the brilliant shades sometimes used by ultra-fashionable women. Nails should, of course, be clean and well manicured. Unusually long nails not only are unattractive, but if the salesperson is handling delicate fabrics, there is danger of damaging the stock.

Neatness, simplicity, and cleanliness are the basis of attractiveness. These, with a cheerful, intelligent facial expression, will stamp the saleswoman as worthy of confidence, for her good judgment in achieving a satisfactory appearance would lead one to expect good judgment in business dealings.

Men and boys also should dress well but inconspicuously. Ties, socks, and handkerchiefs should not attract too much attention. Clothing clean and well pressed and immaculate linens are more important than style, unless the salesman is working in the men's department. In that case, the management may expect him to help to introduce new designs.

Shoes are always an important adjunct to the dress and comfort of all salespersons. Long hours of standing demand well-fitting shoes in good repair. Keeping a trim appearance requires shoes to be polished and both comfort and looks call for straight heels. Old party shoes should not be worn to work.

## SPECIAL PRIVILEGES

It is customary for stores to grant discounts on goods bought by their employees for their own use or for those dependent upon them. In some instances this amounts to twenty per cent of the retail price. Usually a ten per cent discount is given. Workers are encouraged to buy from their employers and as a means to make shopping easier for them, most stores grant special shopping privileges. After securing a shopping pass, the employee may leave the department for as much as an hour to make purchases inside the store. This is a great help, for the lunch hour is then free for relaxation.

The prevailing custom is to allow all store employees two weeks vacation. One week is given with pay; the second is at the employee's expense.

Large department stores provide well for the comfort of their employees. Some maintain cafeterias where wholesome food may be bought at nominal prices. Others supply a dining room for the use of those bringing lunch from home. Usually rest rooms are provided where the noon hour may be spent in relaxation. In the larger establishments a trained nurse is in charge of the store hospital, to be of service to both customers and employees.

In addition to looking after the physical comfort of workers, some organizations are interested in the social and cultural welfare of their employees. A circulating library may be available. Choral and dramatic clubs may be organized. The firm may sponsor an athletic team to play in a league with groups from similar establishments. Welfare groups are formed to help employees who may need assistance.

## HOURS

The number of hours which a salesperson devotes to his work varies as widely as the type of selling done, the place of employment, the specific conditions as to season and region, and the personal traits of workers. No hard and fast information can be given. A few general statements, however, may acquaint the prospective salesworker with trends.

Many lines of selling, such as insurance, securities, and furnaces and fixtures, frequently require contacts with men and women who are employed during the day and must be "sold" after their working hours. Salespeople in these and similar types of selling must spend many hours in the evening effecting such sales. Their time of work is in direct ratio to their energy and ambition.

The work day is a little better defined for employees in stores although the kind of store affects the length of day. Independent grocers open earlier than chain food stores and sometimes close later in the evening. Hours in department stores and specialty shops vary, but the hours are somewhat more definite than in other selling positions. The ordinary day is from 8:30 A. M. till 5:30 P.M. with an hour off for lunch. Some of the better stores do not open until nine o'clock; in some communities the opening hour is eight o'clock.

Even these hours are not always adhered to, for as has been previously mentioned, the salesperson must sometimes work earlier and later than business hours. Care of stock, arranging display, preparation for "sales", and lectures require that many additional hours be spent on the job. Salesworkers who expect to progress in their vocation must accept this situation cheerfully.

## DUTIES OF THE SALESWORKER

The idea that all the salesworker has to do is to sell is still prevalent with some people. The qualifications suggested as desirable for the individual considering salesmanship as a vocation would indicate that selling is not so simple as some might think it to be. In addition to showing goods to the prospective customer, receiving and properly disposing of the money or charge, and delivering the package across the counter or to the proper department for delivery as the purchaser has indicated, there are other duties of equal importance. It is the duty of salespeople to approach the customer in a courteous, intelligent, tactful manner. Real salesmanship is indicated when the customers are so well pleased that the merchandise stays sold, and when in the future, returning to the store for further purchases, they request the same salesperson to serve them. Building a following is not mere chance; it is the result of using selling procedures which bring business.

First of all, goods must be shown to advantage. This is true not only of handling the merchandise correctly, but also of showing it in cases and on counters. While window decoration is usually the work of a specialist connected with the advertising division, the display in the department is ordinarily left to the manager and salespeople.

The salesworker must be able to demonstrate the quality of the merchandise. Knowing whether the goods are genuine or imitation, where they are made, the price (also the price asked by competitors), and differences in quality will help to show merchandise at its best. Every item of information that can be gathered about the stock is a selling aid.

Usually the prospective buyer has some idea of what he wants. It is the salesperson's duty to find the customer's desires, to convince him that the store can fill his wants, and if the department does not have what he wishes, to secure the goods from the stock room or by special order. Dismissing a prospective buyer with a curt "We haven't that," often loses a customer to the store.

The efficient salesperson can frequently create desires by mentioning other merchandise. The customer who is "just looking" may buy if the merchandise is presented in an attractive manner. The "looking" customer has some desire, and the salesworker can help him crystallize the desire if he doesn't know what he wants. Many sales are lost by ignoring a woman who some salespeople would say was "pilling." Courteous treatment of every customer and genuine interest in his needs is the duty of every salesworker.

In addition to the effective display of stock, merchandise must be kept clean and protected from damage. It must be properly marked and stored so as to be convenient and quickly accessible. Customers grow weary of waiting for the "clerk" to study the fronts of boxes searching for the wanted color and size. A systematic arrangement well-known to the employee helps to hold the store's trade.

Another duty is to keep accurate records. Writing must be legible and wording clear. Some establishments have a form known as "Customer's

Comments." These are of great value when properly recorded. In every store there are some departments where the salesperson is also the cashier. Understanding the operation of cash registers, counter machines, and scales may be a part of the salesworker's duties.

Salespersons should be familiar with the store's advertising and window display. They should know the location of all departments so that they may direct customers and answer questions intelligently. They should understand the policies laid down by the management so that thorough co-operation may be given. They should be loyal to the organization which employs them. Put the accent on the last word in this sentence: "If I work for a man, I will work for him."

## KNOWLEDGE AND CARE OF STOCK

One of the most important duties of the salesperson is to know his stock thoroughly and to give it the most particular care. In the preceeding section the necessity for having a complete knowledge of the merchandise has been stressed. Having exact and full information often provides arguments which will convince the customer of the value and worth of the goods. It will enable the salesman to overcome objections and explain obscure points.

In caring for the stock one of the first points to be considered is cleanliness. Shelves, racks, drawers, cases, boxes, and fixtures should be given a light cleaning daily. A thorough housecleaning should be administered weekly. Everything should be removed from the shelves and boxes should be dusted on the top, bottom, and sides. Such cleaning can be accomplished during the first hour or two of store business and need not interfere with efficient handling of an early customer.

The interested salesworker can devise protective measures that will keep the stock immaculate. Lining drawers with white paper, covering stock with tissue paper, and using cloth coverings over the front of open shelving when the store is closed are some of the usual ways of reducing loss caused by dust and soot.

In arranging stock the ease and dispatch with which customers may be served should be considered. Orderly arrangement with sizes, colors, etc., plainly marked will increase the efficiency of the service.

Repairs of a minor nature can be made by the salesperson. In this way many articles which might become unsalable may be saved. A few stitches may keep a button or buckle from being lost. Application of a little cleaning fluid may remove a spot. Observant salesworkers will avoid injury to stock if possible and will try to correct such damage as they can.

Careful handling of stock results in the customer's having added respect for the merchandise. When he sees that the salesperson has a regard for the goods he is handling, the purchaser thinks more highly of it too.

Careless handling of stock results in merchandise having a shop-worn appearance. Such goods must be disposed of in marked-down sales. These may result in loss to the proprietor and, if too frequent, they lower the standard of the store. Carelessness often results in the loss of the saleswerker's job.

Mr. Percy S. Straus, head of R. H. Macy and Co., New York City, said in an article in the "American Magazine," June, 1936, that no field offers greater opportunity for young people of imagination, personality, and character, than does a job behind the counter. Merchandising is stimulating for there is always something new in changing times and modes.

Opportunities to develop one's latent abilities frequently present themselves. Artistic and creative genius finds an outlet. Some stores make a special effort to place employees in departments for which their personality would seem to fit them. For instance, a matronly, motherly woman in the infants' department inspires the confidence of young mothers. An athletic girl in the sports department is an asset. Self-expression in terms of individual talents brings satisfaction to both employer and employee. Talent is readily recognized and recompensed.

Competition draws heavily on one's resources, but it is a spur to make one give his best effort. The occupation, says Mary Walls, who rose from an inconspicuous place in John Wanamaker's to ownership of an exclusive specialty shop in New York, "offers a fair degree of romance and beauty." This is easy to believe after reading her article, "Retail Selling," included in the book, "An Outline of Careers for Women." Certainly in keeping with modern ideals in merchandising, selling gives ample opportunity for service to others. Much personal satisfaction arises from the knowledge that one has been useful.

These considerations are more or less philosophical. The occupation also has material advantages. The work is comparatively light, clean and interesting and takes place amid pleasant, comfortable surroundings. The hours are no longer now than those of most people in clerical jobs, and the tendency

is to shorten them further. Discounts allowed to employees, bonuses on sale of stock which has been hard to move, and commission on sales over a definite amount serve to raise the income of capable salespeople. Vacations with pay are almost universal.

Ability is readily recognized in promotions to better salaries and to higher positions. The history of many of the heads of great merchandising organizations proves that the ladder of success stands directly before every boy or girl who enters the occupation as a stockkeeper, wrapper, or junior salesperson. There is practically no discrimination between men and women, and those with ability can climb to the top-most rung.

## DISADVANTAGES

Some selling jobs require the salesperson to travel. In one way this might be considered an advantage for it is well-known that travel broadens one, but to the majority of salesworkers it is a disadvantage. They are deprived of much of their home life. Since automobiles are used extensively by salespeople in covering their territory, they are frequently too fatigued from the strain of driving to put their best efforts into selling. Many firms no longer pay transportation expenses for their salespeople. This makes it necessary for their representatives to redouble their efforts to sell. At one time the "commercial traveler" was a romantic figure in America's growth; now they are called "Vanishing Americans" by R. L. Martin in the "New York Times Magazine."

In some stores the hours are still longer than regular hours in industrial plants, and there is no additional compensation for over-time. Many establishments remain open during the evening and a few hours on Sunday, and all are open all day on Saturday. If the stock has not been properly

disposed of by the closing hour because of the indecision of a late customer, it is necessary to remain and take care of it. It is not unusual to work late after the store has closed when preparations are being made for a big "Sale."

The work is tiring both physically and mentally. It demands practically constant standing. The necessity of adapting oneself to the many personalities with which one has to deal is a tax on the nervous system. Masking one's feelings under all circumstances is a further strain. The firm expects its employees to appear enthusiastic regardless of personal ills and worries.

Sometimes additional types of work are required. Smaller stores may expect janitorial service, and assistance in display and advertising.

Until one has become thoroughly established, the salesworker may expect his work to be more or less seasonal. The traveling salesman frequently has definite busy seasons during which he must earn enough to carry him through dull periods. It is discouraging for the salesperson who has toiled through the pre-Christmas rush to know that on Christmas Eve the pay envelope will contain a notice of dismissal. Probably no other employment will be possible until the spring season begins.

Sales people are rated largely by the amount of their sales. This keeps salesworkers who are determined to succeed constantly on their toes, for competition is keen.

Only men and boys were employed in mercantile establishments before 1855. Boys were apprenticed and had to perform all types of services including sweeping the street in front of the store. Their hours were often from daylight till bedtime. Their pay was little or nothing. Labor legislation has shortened the hours which youths may work and changing standards have opened the vocation of salesperson to women and girls.

In chronological order, the first occupations open to women working outside the home were raising garden seeds, keeping dame schools, and tending store, according to Mary Walls in "An Outline of Careers for Women." The progress of women in the selling field was at first slow, but every year brings an increase in the number of women who choose saleswork as a vocation. Men still outnumber women in this field as a whole, but women are in the majority in department stores and specialty shops.

Women have not progressed so rapidly to executive positions. Buying is now divided almost equally between the sexes. Women find employment as managers in specialty shops and leased concessions in department stores. A few women have climbed to major executive positions in department stores.

Salesmanship is constantly becoming more professionalized. The ideal of service in modern distribution has increased the demand for trained salesworkers. Selling no longer is considered purely a benefit to the employer. Salespeople have a service to render their customer, and when they inform them of the qualities, uses, and worth of the merchandise offered for sale, they are doing more than disposing of their employer's goods.

The salesmanship manual of one store says: "Keep foremost in your mind the desire to SERVE your customers when you SELL to them."

Another trend that is significant is the inclusion of workers in mercantile establishments and retail trade in the protection given by minimum wage laws in several states.

Among the 16 states passing minimum wage laws, the following include employees in mercantile establishments:

| STATE | CLASS OF EMPLOYEES COVERED | MIN. RATE | HOURS |
|---|---|---|---|
| California | Experienced | $16.00 per Wk. | 48 |
| | Inexperienced | | |
| | women | $12.00 per Wk. | 48 |
| | minors | $10.00 " " | 48 |
| Massachusetts | Experienced | $14.00 " " | 48 |
| | Inexperienced | | |
| (Retail stores) | 18 years and over | $12.00 " " | 48 |
| | Under 18 years | $10.00 " " | 48 |
| North Dakota | Women | | ----54 in towns |
| | Experienced | $13.00 " " | under 500; |
| | | $56.33 " Mo. | |
| | Inexperienced | $10.80 " Wk. | 48 elsewhere |
| | | $46.80 " Mo. | |
| Oregon | Women | | |
| | Experienced | .30 " Hr. | 48 |
| | Inexperienced | .27½ " Hr. | 48 |
| | Minors | .27½ " Hr. | 48 |
| Washington | Females over 18 Yrs. | $13.20 " Wk. | 48 |
| | Minors | $ 9.00 " " | 48 |
| Wisconsin | Adult Women and Minors - 17 Yrs. and over | | |
| | Experienced in cities over 5,000 | .22½ " Hr. | 50 in general |
| | cities under 5,000 | .20 " " | " |
| | Inexperienced | .16 " " | " |
| | Minors under 17 Yrs. | | |
| | Experienced | .18 " " | " |
| | Inexperienced | .16 " " | " |

Kentucky has no minimum wage law, but where such legislation is in effect the results are worthy of mention. Generally speaking, having a fixed

rate below which no one in a given occupation may work has been found to be a better procedure. However, as the foregoing table proves, different rates are usually set for experienced and inexperienced workers. The average learning period is set at one year if the worker is 18 years old or over. Under eighteen, two years are usually designated for learning.

Kentucky is one of 43 states which limit the hours which women may work. Since many women are engaged in selling, particularly in stores, it is of importance to note the trend to shorter hours which has been brought about by labor laws. Saleswomen in the not distant past have worked from eight in the morning till ten and eleven at night. These were not the working hours for every day, but it was a general work day for Saturday and at least one other day of the week. Forty-eight hours is the average work week in those states having any limitation. Kentucky laws say that women may not work more than 60 hours a week and ten hours in any one day. The popular demand for shorter hours in all lines and the lower average which prevails in most states will probably soon lessen the hours which women may work in Kentucky.

## TURNOVER

"Merchandising is a life job if you wish it to be. This is not simply because turnover is expensive, but because a trained employee is valuable."--Esther Eberstadt Brooke, in "The Girl and Her Job."

The merchant does not want to lose time and money spent in training employees. Even when classes have not been conducted to teach the fundamentals of salesmanship, the store has been at some expense to teach the new employee. During the learning period, the beginner does not produce maximum results in sales volume. The other employees, who must devote some of their time to help the untrained worker, produce proportionately less. The incon-

venience to customers may result in permanent loss of trade. A training program costs the firm both time and money.

Nevertheless the turnover in retail stores is large. It is estimated by an executive of a store which employs an average of 10,000 people and has a weekly payroll of approximately $250,000 that about one-third of the people in their organization have been with them over five years. Of these several have been in their employee over twenty-five years, and a few have completed fifty years of service.

SOME DO'S AND DONT'S OF RETAIL SELLING

1. Be alert to notice approaching customers.
2. Let non-selling activities cease (care of stock; conversation).
3. When you are busy with one customer, let the waiting customer know you are conscious of her presence and will come to her soon.
4. Do not seem in a hurry for the customer to leave, even if it is lunch time or the closing hour.
5. Find what the customer wants and keep that in mind.
6. Know stock thoroughly.
7. Keep stock straight.
8. Show enough goods to allow selection, but not enough to confuse.
9. Do not act as if you were doing the customer a favor when you wait upon her.
10. Avoid attitudes of impatience and indifference.
11. Don't show goods you can't supply.
12. Wrap and make change efficiently and accurately.
13. Suggest other purchases.
14. Lay foundation for future sales.
15. Avoid strong perfumes, tobacco odors, and unpleasant breath.
16. Avoid sweet, swell, dandy, classy, and similar meaningless words.
17. Avoid Lady, Mister, and Gent as terms of address. Say, "Madam" and "Sir".
18. Avoid Honey, Dearie, etc.-Don't be familiar.
19. Present merchandise so as to enhance its value--don't throw it at the customers.
20. Use "Please" and "Thank You" when appropriate.
21. Let your selling talk be direct, natural, and as brief as possible.
22. Show the artistic merit of the goods, beauty of design, etc.



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23. Prove the intrinsic value.

24. Be prepared to meet comparison with rival goods.

25. Present the degree of conformity to prevailing modes or fashions.

26. Show the adaptability to buyer's needs.

GATHERED FROM HERE AND THERE

Salesmanship is the ability to sell the largest possible quantity of goods, to get the greatest possible results from the advertising done by his house, to make a regular customer of a new buyer, and to hold the friendship of a regular customer.--H. E. Bowman.

A real salesman sells goods. Fakers sell customers. Don't be a mere ordertaker; be a salesman.

Did you ever realize that when you are working for another you are really selling yourself to him; that your ability, your education, your personality, your influence, your atmosphere--everything about you is sold for a price? Every time you sell goods you are selling part of yourself, your character, your reputation, what you stand for--it is all included in the sale.

"How true it is, as some one says, that true salesmanship consists in selling goods that don't come back to the people who do. This is the whole story. Selling goods that give perfect satisfaction in such a pleasing, attractive way that the customer comes back; leaving a pleasant taste in the customer's mouth, pleasant pictures in his memory of the way you treated him, so that he will put himself out to look you up the next time, this is the salesmanship which every one can cultivate. One doesn't need to be a born salesman to do this. Every one can treat a customer kindly, pleasantly with

a cheerful, helpful manner, in an accommodating spirit. The best part of salesmanship can be acquired."--Selected

The salesman is simply an ambassador of service.--J.C. Frederick in "Modern Salesmanship."

The salesman should be a guide, counselor, and friend rather than a hypnotist.

Courtesy, tact, and good manners--the lubricant of salesmanship.

Salesmanship is making the consumer view the goods as the salesman views them.--Deupree.

Three things are necessary: First, backbone; second, backbone, third, backbone--O.S. Marden in "Selling Things."

A salesman is a teacher of values.--Marden

Enthusiasm springs from actual knowledge, is always a powerful factor, and, in salesmanship it is perhaps more productive of results than any other quality.--Helen R. Norton

## THE SALESMAN'S CREED

To be a man whose word carries weight at my home office; to be a booster, not a knocker; a pusher, not a kicker; a motor, not a clog.

To believe in my proposition heart and soul; to carry an air of optimism into the presence of possible customers; to dispell ill temper with cheerfulness, kill doubts with strong convictions and reduce friction with an agreeable personality.

To make a study of my business or line; to know my profession in every detail from the ground up; to mix brains with my effort and use method and system in my work. To find time to do everything needful by never letting time find me doing nothing. To hoard days as a miser hoards dollars; to make every hour bring me dividends in commissions, increased knowledge or healthful recreation.

To keep my future unmortgaged with debt; to save money as well as earn it; to cut out expensive amusements until I can afford them; to steer clear of dissipation and guard my health of body and peace of mind as my most precious stock in trade.

Finally, to take a good grip on the joy of life; to play the game like a gentleman; to fight against nothing so hard as my own weakness and to endeavor to grow as a salesman and as a man with the passage of every day of time.

THIS IS MY CREED----W. C. HOLMAN.

Quoted in "Selling Things," by Orison S. Marden

PART III

APPENDIX

The following pages contain additional information in greater detail than some phases of that in the main body of the monograph. There are sections containing definitions of technical terms, outlines of kinds of businesses, charts and graphs, which may prove of great interest for comparative study.

While this monograph was being finished the following article appeared in The Louisville Times of December 3, 1936, section 2 --

RETAIL SALES IN 1935

TOTAL $100,702,000

Department of Commerce Figures Show Business

Of Louisville Stores Increased $19,473,000

In Two Years.

The total amount of goods sold through retail stores here in 1935 was $100,702,000, an increase in two years of $19,473,000, report of the Department of Commerce to the Louisville Board of Trade showed Thursday.

The total payrolls for 4,488 retail establishments amounted to $13,067,000 in 1935, or $2,120,000 more than in 1933, when the last checkup was made. In these stores worked 14,907 persons, not including 3,823 proprietors and firm members actively engaged.

Heading the various groups, in point of sales and personnel, are the food stores that supplied residents in 1935 with $24,091,000 worth of kitchen-used products and candies. The general merchandise group was next highest with a sales total of $14,833,000. Clothing sold amounted to $12,439,000. Eating and drinking places business totaled $6,902,000; drug stores, $5,624,000 and other

smaller retail stores combined $10,529,000. Department stores did $11,198,000 in business, an increase of $1,638,000 for the two years.

Louisville's retail sales in 1935 amounted to $100,702,000, an increase of 24 per cent over 1933.

Kentucky in 1935 showed total sales of $388,278,000 in 29,286 stores throughout the state, a gain of 27 per cent over the 1933 figure. These stores employed during 1935 an average of 48,481 full-time and part-time employees, to whom was paid a total payroll of $36,931,000. The number of employees increased 14 per cent in the two-year period and the payroll increased 22 per cent.

Louisville had 4,488 retail stores, compared with 4,012 in 1933.

In the order of business volume, figures for the nine Kentucky cities ranking below Louisville in retail sales with the amount of business done in 1935, are:

| | | |
|---|---|---|
| Lexington | 809 stores | $23,608,000 |
| Covington | 1,109 " | $16,424,000 |
| Paducah | 538 " | $ 9,947,000 |
| Ashland | 428 " | $ 9,610,000 |
| Newport | 550 " | $ 9,087,000 |
| Owensboro | 404 " | $ 8,667,000 |
| Bowling Green | 236 " | $ 5,487,000 |
| Frankfort | 188 " | $ 4,652,000 |
| Hopkinsville | 197 " | $ 4,026,000 |

In order of sales volume, figures for the ten principal Kentucky counties are:

| | | |
|---|---|---|
| Jefferson | 4,915 | $104,852,000 |
| Fayette | 922 | $ 24,192,000 |

| | | |
|---|---|---|
| Kenton | 1,431 Stores | $19,720,000 |
| Campbell | 1,052 " | $13,768,000 |
| Boyd | 587 " | $10,734,000 |
| McCracken | 618 " | $10,253,000 |
| Harlan | 409 " | $10,239,000 |
| Daviess | 554 " | $ 9,332,000 |
| Warren | 423 " | $ 6,058,000 |
| Pike | 498 " | $ 5,617,000 |

Figures from 1935, Business Census: Department of Commerce.

## SALES

This term Sales means total receipts of retail stores, consisting of cash or its equivalent--whether commodities or evidences of indebtedness including accounts receivable on the books of the store - accepted in exchange for merchandise, repairs or other service, space or concession lease, and the like. Refunds or allowances on returned merchandise are deducted. Receipts of retail stores are not identical with merchandise sales at retail. Usually most of such receipts represent retail merchandise sales. On the other hand manufacturing, mining, wholesale and service establishments, farmers, fishermen, hunters and trappers, itinerant vendors and others who maintain no established places of business sell some merchandise at retail. Similarly the receipts of any kind of business group must not be confused with sales at retail of a particular commodity by which the group is identified; to take an obvious instance, the sales of candy and confectionery stores are not a measure of the sales at retail of candy and confectionery.

## FULL-TIME EMPLOYEES

Employees working a full day each day the establishment is open for business, even if this represents less than a full working week or month, are

reported full-time employees.

PART-TIME EMPLOYEES

Persons employed only a few hours or days of the normal work-week or other payroll period are considered part-time employees.

The following section was prepared to give a sketchy picture of the vast merchandising field with its unlimited phases for development. For the ambitious mind in the retail business there are vast possibilities for intellectual improvement and advancement. The Chain Store idea is a good example of this as well as the many changes that have taken place in a great number of the food stores and other retail business. The salesperson must meet these changes by a demand perhaps for a more specialized preparation, for in the last analysis the salesperson is the one upon whom the whole structure depends in disposing of the articles produced. The vocabulary alone in many a retail business is an education in itself for the up-to-date, energetic salesman.

Under "Kinds of Business Defined," transcribed from the United States Retail Distribution census, one may learn the different functions of each class of store and the lines of goods that each carries. This may be further studied under the "Kind of Business." Thus a knowledge of the products that each class of store carries may be obtained especially where so many different lines have come under one roof as in the case of the modern "corner" drug store.

The picture is continued with a group of charts and tables for the United States, for the State of Kentucky, and for Louisville. Since the monograph deals with the salesperson in particular and the number of stores and their classification, all references to payrolls and totals of sales were

left out. A comparative study of the figures in the tables and summaries will be of interest. The charts give a more vivid and significant picture of the retail merchandising world. For example, it is interesting to note the vast proportion of the Food Stores group and their continuous growth for the United States, Kentucky, and Louisville.

The Eating and the Drinking group comes next followed by the Filling Stations. Each of the groups has had a steady growth from 1929 to 1935 according to the Census of American Business, Retail Distribution. The charts on Personnel show the same significant factors. The trend of employment in practically all the groups for 1935 is above that of 1933. Many other interesting observations may be derived from the study of these tables and charts.

Chains

Kind of Business

| | |
|---|---|
| Department Stores | Combination (groceries and meats) |
| Variety Stores | Restaurants, etc. |
| Men's Stores | Cigar Stores-stands |
| Family Clothing Stores | Motor-vehicle Dealers |
| Women's Apparel Stores | Filling Stations |
| Shoe Stores | Drug Stores |
| Furniture Stores | Hardware Stores |
| Household Appliance Stores | Jewelry Stores |
| Radio Stores | All Other Stores |
| Grocery Stores (No meats) | |

What constitutes a chain.- A chain is a group of reasonably similar stores in the same kind or field of business, under one ownership and management, merchandised wholly or largely from central merchandising headquarters and supplied from one or more distributing warehouses or directly from the manufacturer on orders placed by the central buyers. More ownership is not the distinguishing feature, and there are many financial mergers of stores without central merchandising or buying which are not chains. Change of ownership does not necessarily change the method of operation, and as long as stores continue to plan and buy independently they are independent as far as type is concerned.

Nor does an independent proprietor become a chain operator if, in lieu of adding to the size of his store, he adds one or two branch stores and continues to manage and merchandise them as if they were all under one roof. The stores become a chain only when merchandise planning and buying are

centralized apart from the stores, and a warehouse or other central point or points are employed to accummulate and distribute merchandise to the stores.

The principal types of operations are:

Single store independents

Two-store and three store independents

Local branch systems (operated from a dominant parent store)

Local Chains (four or more local stores centrally merchandised)

Sectional chains (with stores in more than one city but entirely within one geographic devision or section of the country.

National chains (with stores in more than one section of the country.

Employment 1930

Retailing normally employs the services of more than 6,000,000 people and pays in wages approximately $100,000,000 per week.

In 1933 chains provided employment through their retail units to an average of 752,623 full-time employees and 233,361 part-time employees or a total of 985,984 employees of which 68.4 percent were men and 31.6 percent were women.

Census of Am. Business 1933

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The proportion of part-time employees to total employees is 13 to 14 percent (depending upon the season of the year) and the greatest total variation in employment between the season of maximum employment (December 15) and that of minimum employment (April 15) is 7 percent. Men constitute 68 percent of total employees and women 32 percent.

NUMBER OF STORES IN KENTUCKY IN SEVENTEEN KINDS OF BUSINESSES BY TYPES IN 1930

| KINDS OF BUSINESS | TOTAL |
|---|---|
| Department Stores | 59 |
| Variety, 5-10 and to-a-dollar Stores | 152 |
| Men's and Boys' Clothing and Furnishings | 282 |
| Family Clothing Stores, Men's, Women's and Childrens' | 226 |
| Women's Ready-to-wear Specialty Stores Apparel and Accessories | 170 |
| Shoe Stores | 224 |
| Furniture Stores | 406 |
| Radio and Music Stores | 196 |
| Grocery Stores | 3,083 |
| Combination Stores | 2,636 |
| Restaurants, Cafeterias, and Lunch Rooms | 1,588 |
| Cigar Stores and Cigar Stands | 211 |
| Filling Stations | 1,201 |
| Coal and Wood Yards, Ice-dealers | 386 |
| Drug Stores | 887 |
| Hardware Stores | 274 |
| Jewelry Stores | 252 |

U. S. Census 1930



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THE STATE - RETAIL DISTRIBUTION, BY KINDS OF BUSINESS, NUMBER OF STORES AND PERSONNEL

| KIND OF BUSINESS | NUMBER OF STORES | NUMBER OF EMPLOYEES | |
|---|---|---|---|
| | | FULL TIME | PART TIME |
| ALL GROUPS | 27,117 | 46,749 | 8,289 |
| Food Group | 7,156 | 6,593 | 1,648 |
| General Stores | 6,630 | 2,818 | 725 |
| General Merchandise Group | 1,092 | 6,729 | 1,505 |
| Automotive Group | 3,298 | 8,377 | 599 |
| Apparel Group | 1,232 | 3,959 | 809 |
| Furniture & Household Group | 822 | 2,981 | 246 |
| Restaurants, Cafeterias, etc. | 2,266 | 4,266 | 585 |
| Lumber & Building Group | 714 | 3,397 | 522 |
| Other Retail Stores | 3,730 | 7,451 | 1,633 |
| Secondhand Stores | 177 | 178 | 17 |

U. S. Census 1930

| 1933 Classification | Corresponding Classification in 1929 |
|---|---|
| FOOD GROUP (1) | |
| Candy and confectionery stores..... | Candy and Confectionery stores:<br>Candy stores-nut stores<br>Confectionery stores (candy and fountain) |
| Dairy products-milk dealers..... | Dairy products stores:<br>Dairy products stores (Including Ice cream)<br>Egg and poultry dealers<br>Milk dealers |
| Delicatessen stores..... | Delicatessen stores |
| Fruit stores - vegetable markets..... | Fruit stores and vegetable markets |
| Grocery stores (Without meat)..... | Grocery stores (Without meats) |
| Combination stores (Grocery and meat.. | Combination stores (groceries and meats):<br>Grocery stores with meats<br>Meat markets with groceries |
| Meat-seafood markets..... | Meat markets (including sea foods):<br>Fish markets-sea foods<br>Meat markets |
| Bakeries-caterers..... | Bakeries-caterers:<br>Bakeries-bakery goods stores (except manufacturing bakeries)<br>Caterers |
| Beer-liquor stores..... | (None) |
| Other food stores..... | Other food stores:<br>Coffee, tea, spice dealers<br>Farm products stores<br>General food stores (miscellaneous)<br>Bottled waters and beverage dealers |
| FARMERS-COUNTRY STORES - | |
| Country general stores..... | General stores--groceries with apparel<br>General stores--groceries with dry goods<br>General stores--groceries with general merchandise |
| Farmers' supply stores..... | Farmers' supplies:<br>Feed stores (flour, feed, grain, fertilizer)<br>Fertilizer dealers<br>Harness shops<br>Irrigation and drainage equipment and supplies (retail)<br>Farmers' supply stores<br>Seed stores, bulbs, and nursery stock<br>Cooperages (barrels, boxes, crates, casks)<br>Coal and feed stores<br>Grain elevators (sales at retail)<br>Feed stores with groceries |

| 1933 Classification | Corresponding Classification in 1929 |
|---|---|
| GENERAL MERCHANDISE GROUP (4) | |
| Department stores..... | Department stores:<br>With food departments<br>Without food departments<br>Mail-order houses-general merchandise |
| Dry goods stores.....<br>(includes paper patterns) | Dry goods stores:<br>Dry good stores<br>Piece goods stores |
| General merchandise stores.....<br>(includes institutional stores-also auction houses selling general merchandise) | General merchandise stores:<br>With food departments<br>Without food departments<br>Army and Navy goods stores<br>Women's exchanges and handiwork shops |
| Variety stores..... | Variety, 5-and-10, and to-a-dollar stores |
| APPAREL GROUP - (5) | |
| Men's stores..... | Men's and boys' clothing and furnishings stores:<br>Men's and boys' clothing stores<br>Men's and boys' hat stores<br>Men's furnishings stores<br>Men's clothing and furnishings stores |
| Family clothing stores..... | Family clothing stores (men's, women's and children's) |
| Women's specialty shops..... | Women's ready-to-wear specialty stores (apparel and accessories) |
| Furriers--fur shops..... | Furriers--fur shops |
| Millinery stores..... | Millinery stores (including leased millinery departments) |
| Custom tailors..... | Custom tailors |
| Other accessory stores..... | Women's accessories stores:<br>Blouse shops<br>Corset and lingerie shops<br>Hosiery shops<br>Knit goods shops<br>Costume accessories stores (including jewelry, bags, and gloves)<br>Umbrella shops (including parasols, canes)<br>Other apparel stores:<br>Children's specialty shops<br>Dressmakers<br>Infants' wear shops<br>Mail-order apparel houses |



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| 1933 Classification | Corresponding Classification in 1929 |
|---|---|
| Shoe stores..... | Shoe stores:<br>Shoe stores-men's<br>Shoe stores-women's<br>Family shoe stores - (men's, women's, and children's) |
| AUTOMOTIVE GROUP - (6) | |
| Motor-vehicle dealers..... (new and used) | Motor-vehicle dealers (new and used):<br>Automobile salesrooms<br>Used-car dealers<br>Automobile dealers with farm implements and machinery |
| Accessories, tire, battery dealers.... | Accessories, tires and batteries:<br>Accessory stores with tires and batteries<br>Battery and ignition shops and brake repair shops<br>Tire shops (including tire repairs) |
| Filling stations - (7)..... (includes fuel-oil retailers | Filling stations:<br>Filling stations - gasoline and oil<br>Filling stations with tire and accessories<br>Filling stations with other merchandise |
| Motorcycle-bicycle dealers..... | Motorcycles, bicycles, and supplies:<br>Motorcycle dealers<br>Bicycle, motorcycle, and supply stores<br>Bicycle shops (including repairs) |
| Garages..... | Garages and repair shops:<br>Body, fender, and paint shops<br>Garages (repairs and storage, gasoline, oil accessories)<br>Parking stations, parking garages, and lots<br>Radiator shops (including repairs) |
| Other automotive..... | Other automotive establishments:<br>Aircraft and accessories<br>Boats (motor boats, yachts, canoes) |
| FURNITURE-HOUSEHOLD GROUP - (8) | |
| Furniture stores..... | Furniture stores:<br>Furniture stores<br>Furniture and undertaker<br>Furniture and hardware stores |
| Floor coverings, drapery and upholstery stores..... | Floor coverings, drapery, curtain, and upholstery stores:<br>Drapery, curtain, and upholstery stores<br>Floor coverings stores |

| 1933 Classification | Corresponding classification in 1929 |
|---|---|
| Household appliance stores..... | Household appliance stores:<br>Household appliance stores (electric only)<br>Household appliance stores (incl. gas)<br>Refrigerator dealers (electric only)<br>Refrigerator dealers (electric & gas)<br>Stove and range dealers |
| Other homewares stores..... | Other home furnishings and appliance stores:<br>Aluminumware<br>Antique and used furniture dealers<br>Brushes and brooms (largely house-to-house)<br>China, glassware, crockery, tinware, enamel-ware dealers<br>Picture and framing stores<br>Antique shops<br>Awning, flag, banner, window shade, and tent shops<br>Interior decorators<br>Lamp and shade shops |
| Radio stores..... | Radio and Music stores:<br>Radio and electrical shops<br>Radio and musical instrument stores |
| LUMBER-BUILDING-HARDWARE GROUP - (9) | |
| Lumber-building material dealers.... | Lumber and building materials:<br>Lumber and building material dealers<br>Lumber and hardware dealers<br>Roofing dealers<br>Other retailers of building materials (brick, stone, cement, etc.) |
| Electrical shops (without radio)..... | Electrical shops (without radio) |
| Heating-plumbing shops..... | Heating and plumbing shops:<br>Heating appliance and oil burner dealers<br>Plumbing shops (heating and ventilating) |
| Paint-glass stores..... | Paint and glass stores:<br>Glass and mirror shops<br>Paint and glass stores |
| Hardware stores..... | Hardware stores |
| Hardware and farm implement dealers... | Hardware and farm implements stores:<br>Farm implements, machinery and equipment dealers |



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| 1933 Classification | Corresponding classification in 1929 |
|---|---|
| LUMBER - BUILDING - HARDWARE GROUP- (cont.) | Farm implement dealers with hay, grain and feed<br>Hardware and farm implement stores |
| RESTAURANT GROUP - (2) | |
| Restaurants-lunch rooms..... | Restaurants, cafeterias, and lunch rooms:<br>Cafeterias<br>Lunch rooms<br>Restaurants with table service |
| Lunch counters-refreshment stands..... | Lunch counters, refreshments stands, etc.:<br>Box lunch<br>Refreshment stands<br>Fountain-lunches<br>Lunch counters<br>Soft-drink stands |
| Drinking places.....(None) | |
| OTHER RETAIL STORES - (11) | |
| Cigar stores - cigar stands..... | Cigar stores and cigar stands:<br>Cigar stores with fountains<br>Cigar stands<br>Cigar stores without fountains |
| Coal wood-ice dealers | Coal and wood yards-ice dealers:<br>Coal and wood yards<br>Ice dealers |
| Drug stores - (10)..... (incl. leased drug departments and patent medicine retailers) | Drug stores:<br>Drug stores without fountains<br>Drug stores with fountains |
| Florists..... | Florists |
| Jewelry stores..... | Jewelry stores:<br>Jewelry stores (installment-credit)<br>Jewelry stores |
| News dealers..... | News dealers |
| Office equipment dealers..... | Office, school, and store supply and equipment dealers:<br>Office and school supply dealers<br>Office and store mechanical appliance dealers (retail)<br>Office and store furniture and equipment dealers<br>Store fixture dealers<br>Typewriter dealers |
| Other classifications..... | Book stores:<br>Book stores, incl. religious book dealers.<br>Circulating libraries (book sales only) |

| 1933 Classification | Corresponding classification in 1929 |
|---|---|
| | Gifts-novelties and toys-cameras:<br>Toy shops<br>Art and gift shops<br>Novelty and souvenir shops<br>Camera dealers-photographic supplies<br>Luggage and leather goods stores<br>Music stores (without radio)<br>Opticians and optometrists<br>Sporting goods stores (including athletic and playground equipment):<br>Sporting goods specialty stores<br>Sporting goods stores with toys and stationery<br>Athletic and playground equipment dealers<br>Scientific and medical instrument and supply dealers (retail)<br>Stationers and printers:<br>Dealers in accounting and legal forms and blank books<br>Paper and paper products stores<br>Printers and lithographers<br>Stationers and engravers<br>Monument and tombstone works<br>Miscellaneous classifications (combined) |
| SECOND-HAND STORES- (11)..... | Tires, accessories and parts (secondhand)<br>Furniture stores (secondhand)<br>Pawn shops (sales)<br>Clothing and shoe stores (secondhand)<br>Book stores (secondhand)<br>Building material and hardware dealers (secondhand)<br>Office appliance dealers (secondhand)<br>Radios, phonographs, musical instruments (secondhand dealers)<br>Other secondhand dealers |

## KINDS OF BUSINESS DEFINED

### Candy and Confectionery Stores

In this combined classification are two distinct kinds of stores. This first is the candy store or candy and nut store, confining its business

primarily to the sale of boxed or bulk candies and nuts or to either of the two commodities, and the second is the confectionery store. The typical confectionery store also sells candy and nuts, as well as other types of confections and maintains a fountain, dispensing mixed drinks and ice cream. A present trend of confectionery stores is to add lunches and prepared foods, after the manner of the delicatessen store.

## Dairy Products, Eggs and Poultry

Under this classification are three related kinds of business; first, the dairy products stores; second, egg and poultry stores; and third, milk dealers. The dairy products stores handle a complete line of dairy products, including milk as well as eggs and poultry. Egg and poultry stores likewise handle dairy products, although they do not usually maintain a complete line. The distinguishing feature is that the majority of sales is of eggs and poultry. Milk dealers often handle other dairy products, particularly butter and cheese, and sometimes eggs. Some milk dealers recently have added orange juice and ice cream both on their delivery routes and in their stores.

## Delicatessen Stores

These stores confine their sales principally to sales of cooked meats, prepared salads, cheese, and other prepared foods suitable for immediate table use. Often they also carry a limited stock of canned and bottled goods and groceries. Neighborhood delicatessen stores frequently carry a small stock of fresh fruits and vegetables and some candies, confections, cakes and other bakery products, as well as milk and other dairy products. Often they serve lunches, and sometimes develop a substantial restaurant business.

## Fruit and Vegetable Stores

These stores and stands are more frequent in public or municipal markets, although many stores confine themselves entirely to the sale of fruits and vegetables, especially in the larger cities. Fruits and vegetables out of season in the locality usually can be found in these stores. As in so many kinds of stores, other related and unrelated lines of merchandise often have been added until the store sometimes loses its former identity and becomes in fact a grocery or delicatessen store. As long as fruits and vegetables predominate, the store is included in this classification.

## Grocery Stores

This is the store popularly known as a grocery store, selling a full line of groceries, usually with a stock of fresh vegetables in season, as well as popular seasonable fruits. These stores may carry smoked meats in limited quantities without changing the classification but not fresh meats. Grocery stores which carry fresh meats are classified as combination (grocery and meat) stores.

## Combination Stores

This term covers two different kinds of stores; first, the grocery store carrying fresh meats; and second, the meat market carrying a staple line of groceries. The first is the grocery store which has added fresh meats to its grocery stock. The second is the meat market which has added staple groceries to meet its customers' demands and to add to its sales volume. Both usually carry fruits and vegetables and bakery products. In some states they have become large distributors of cigarettes. Many are complete food markets.

## Meat Markets

Fresh and smoked meats and fish. These markets usually handle fish and for obvious reasons fish markets have been included in this dual classification. In the inland cities and towns, fish markets are rare, but in the seaboard cities there are a number of strictly fish and sea food markets although fish is also sold by most meat markets and combination stores in the seaboard cities and towns.

## Bakery Goods Stores--Caterers

Bakery goods stores differ from bakeries in that they do not ordinarily produce the goods which they sell. In many instances the small bakeries who bake their own products but sell at retail to neighborhood consumers have been included. Usually, however, producing bakeries are included in the census of manufactures. Caterers also are included in this classification. They arrange special menus for luncheons and dinners to be served elsewhere, producing and serving the specially prepared foods. This is a specialized business in which service plays an important part.

## Other Food Stores

This classification includes stores and house-to-house distributors specializing in coffee, tea, and spices; stores handling products of the farm but which do not come within the classification of fruit and vegetable stores; stores handling special health foods; and retailers engaged predominately in the sale of bottled waters, either table or mineral, bottled gas, and bottled beverages.

## General Stores (Country General Stores)

These stores are nearly always located in places of less than 10,000 population and correspond roughly to the classification known as general mer-

chandise stores in the larger cities. These stores as a rule handle foods which constitute an important part of their sales. Under this heading there are three related kinds of stores. First, there is the general store carrying, in addition to groceries, a general line of merchandise. Next, there is the grocery store carrying clothing and often a limited line of shoes. The third kind of store, falling under this general heading, is the grocery store selling dry goods and notions. These stores also may carry fresh meats and still retain the classification of country general stores. Quite common in the smaller towns and rural areas, they are found occasionally in the small cities and on the outskirts of the larger cities. Due to the fact that these general stores sell various other kinds of merchandise in addition to groceries, they have been shown in a special group in the report so that they may be readily grouped with food stores, or with general merchandise stores, or pro-rated between the two groups.

## Department Stores

Department stores are classified as such if they sell $100,000 or more of merchandise annually (exclusive of food departments); otherwise they are shown as general merchandise stores. They are distinguished from dry goods stores by the fact that they include also men's departments, and furniture, floor coverings, or other home wares departments. Many department stores have developed from dry-goods stores. The change occurs when customer appeal is made broader than the appeal to women customers.

There are three varieties of stores in this classification: First, department stores with food departments; second, department stores without food departments; and third, mail-order general-merchandise houses. With the exception of the food departments, the two kinds of department stores are alike in that they are departmentized general merchandise stores, usually of

the full service type, carrying men's, women's, and children's apparel, furnishings and accessories, dry goods, home furnishings, and many other lines. Shoes, furnitures, and hardware are often but not necessarily represented, although home furnishings, draperies, curtains, and linens are almost invariably carried. Most department stores extend to their patrons the privilege of open charge accounts and installment accounts. For purposes of this census, any departmentized stores having annual sales of less than $100,000 have been classified as general merchandise stores.

Mail-order houses selling general merchandise by mail carry about the same range of merchandise as do the department stores, and in addition carry farm implements and farmer's supplies, hardware, automotive equipment, and many other lines not ordinarily found in the department store. Goods are delivered by mail, freight, or express, often at the cost of the purchasers, particularly in the case of bulky merchandise. These houses sell largely for cash, but recently have added credit in the form of installment accounts. In view of the limited number of mail-order houses in any one state, it frequently happens that their figures can not be shown separately in the state reports. When this occurs, they are combined with department stores. Department stores owned by the mail-order companies are classified as department stores and not as mail-order companies.

## Dry Goods Stores

Dry-goods stores sell ready-to-wear and accessories as well as a general line of dry goods, such as linens, piece goods, house furnishings, notions, etc., but not over 10 percent of men's clothing, men's shoes, or home wares, unless the home wares consist of domestics and bedding. When the line between women's apparel stores and dry goods stores is in question, the

classification is determined by the fact of whether or not piece goods, notions, and patterns are carried. If so, and if they account for as much as 10 per cent of total sales, the store is called a dry-goods store. Piece goods stores, which are included in this classification, are engaged primarily in the sale of piece goods and notions.

General Merchandise Stores

The general merchandise classification includes, for the purpose of this census, departmentized general stores having annual sales of less than $100,000 as well as stores with annual volume of over $100,000 selling similar lines of merchandise but not known as department stores. There are two general merchandise store classifications, one with food departments and one without. Other general merchandise are Army and Navy goods stores and women's exchanges. General merchandise stores do not ordinarily sell furniture, although the sale of furniture does not necessarily warrant a change in the classification. Dry goods, household furnishings, and accessories predominate. Army and Navy goods stores sell much the same variety of merchandise although in a lower price range. Clothing, shoes, camp equipment, blankets, and bedding predominate. A limited stock of hardware is often carried. Women's exchanges are found in limited numbers in the cities, and sometimes in the smaller towns. They carry a general line of merchandise, especially home-prepared foods and handicraft which may be purchased or exchanged for other merchandise.

Variety, 5-and-10, and to-a-dollar Stores

Variety stores, 5-and-10-cent stores, and to-a-dollar stores are combined in one classification, even though it would be desirable to show them separately, because it has been found impossible to avoid disclosure of individual operations of stores and chains in the last two classifications if they

are shown separately. These stores carry a variety of small wares, especially the cheaper grades of women's accessories, light hardware, toys, housewares, etc. Sales are usually for cash, without delivery service. The 5-and-10 and to-a-dollar stores are usually operated by chains of sectional and national scope and have become large distributors of candy, hardware, notions, tableware, costume jewelry, cosmetics, and toys. Fountain sales, ice cream, and lunches constitute one of the principal items of sale.

Motor-vehicle Dealers

This classification is confined to retail sales of new automobiles and commercial vehicles, and such used cars and trucks as have been traded in by new-car purchasers. Stocks of replacement parts and accessories are usually carried and repair departments are maintained to take care of free new-car service, as well as subsequent repairs from which income is derived. Limited quantities of tires and batteries are carried, the sale of which is included. Large establishments often add to their income by utilizing unused floor space for storage. These sources of additional business are negligible in their effect upon the total sales volume in this classification, which is predominately the sale of new motor vehicles.

Used-car Dealers

This classification is used only where the establishments sell used cars or trucks primarily. As a rule, no stock of parts is carried, for the reason that a variety of makes of automobiles is handled. Frequently a limited stock of new tires, tubes, and batteries of the cheaper varieties is carried. A repair department is usually maintained to place the used cars in salable condition, and service and repair the cars after sale. It has little effect upon the total sales, which are primarily of used cars.

## Automobile Dealers with Farm Implements and Machinery

These establishments usually are found only in smaller cities and towns and in the rural communities. Large stocks are not maintained normally, most of the business being done on the agency basis. The establishment usually represents the manufacturer of some automobile truck or tractor and may represent one or more manufacturers of farm implements and machinery. A limited stock of parts is usually carried, as are tires and batteries. A department for repairing automobiles, farm implements, and machinery is maintained.

## Accessories Stores, Tire and Battery Shops

Three kinds of stores are included under this classification. First, there are the stores handling all kinds of automobile accessories, tires, and batteries. Usually no service department is maintained and the articles purchased must be installed by the customer. Secondly, there are battery shops selling batteries as well as auto electrical parts and appliances and frequently tires and tubes. These shops maintain a service for repairing or rebuilding batteries and other electrical goods and also for charging batteries. The third class in this group is the tire shop, selling new and used tires and tubes and maintaining vulcanizing facilities for tire repairs. Tire shops are also rapidly becoming important distributors of batteries. It is not unusual to find these three kinds of stores selling gasoline and lubricating oils and greases. Tire shops are often manufacturer-controlled, carrying the products of one manufacturer.

## Filling stations

There are three kinds of filling stations. First, there is the station which sells gasoline and oil, maintaining lubricating facilities, but selling no accessories or other merchandise. Second, there is the filling

station which performs all of the functions of the first and, in addition, sells tires and accessories or other merchandise, often with emergency tire-repair service. The third variety of filling station performs all the functions of the first, may or may not sell tires and accessories and performs minor repairs, and, in addition, sells other merchandise, such as lunches and refreshments, candy, tobacco, or groceries. This classification also includes the superservice station, combining in one establishment a number of services to motorists.

### Motorcycles, Bicycles, and Supplies

Three kinds of shops are grouped under this classification. First are the shops selling motorcycles, both new and trade-in, and incidental parts and accessories. Secondly, are the shops selling motorcycles and bicycles and their supplies. Parts and accessories are carried, and usually receipts from repairs represent a substantial part of the total income. The third kind of business in this classification is the bicycle shop, handling bicycles and parts or accessories therefor. Repairs constitute a part of the business of bicycle shops.

### Garages and Repair Shops

First under this classification are body, fender, and paint shops engaged in the repair of automobile and truck bodies and fenders, and auto paint shops. These shops usually confine their services to body and fender work and the installation of new body parts where necessary and do not engage in the repair of mechanical parts of the vehicle. Paint shops usually confine their work to the actual painting job. Next are repair garages, incidentally selling gas, oil, and accessories in addition to making mechanical repairs and body repairs. Receipts from storage sometimes add to the income of garages.

Washing and lubrication service is frequently provided, but most of the income is from repairs, new parts, and fuel. The third kind of establishment is the parking garage and parking lot. In the case of parking garages, additional services such as washing, lubrication, and minor adjustments are often provided. Gas and oil are frequently sold. Parking lots generally confine themselves to parking, with occasional sales of gas and oil. Because their lots are not under roof, washing and repairs are not practical in most instances and are not usually available. Parking places which sell nothing but service are not included in this census. Radiator shops, which sell radiators, winter fronts, and other radiator accessories, derive much of their income from radiator repairs. These shops frequently make repairs to damaged metal bodies and fenders as well as to radiators. They constitute the fourth kind of business included in this four-part classification.

Other Automotive Establishments

Under this heading are two kinds of business; those selling aircraft and accessories, and those selling boats (motor boats, yachts, canoes, etc.). These establishments also sell supplies and equipment, and repairs. In many states it has been necessary to combine these widely different kinds of business to avoid disclosure of individual operations but they are shown separately wherever possible.

Men's Stores (Men's and Boys' Clothing and Furnishings)

Under this heading are four kinds of stores. First, men's and boys' clothing stores which confine their sales primarily to clothing. Second, the haberdashery stores, confining their sales to men's furnishing and accessories; third, men's clothing and furnishings stores; fourth, hat stores. Men's stores may carry a limited stock of shoes. All classifications are shown separately wherever possible.

## Family Clothing (Men's, Women's, and Children's)

This is popularly called the family clothing store and carries clothing, furnishings, and accessories for men, women, and children, usually including shoes. Characteristic of many family clothing stores is their use of installment credit as a sales inducement.

## Women's Ready-to-wear Specialty Stores

Women's apparel and accessories, usually including millinery, shoes, lingerie, hosiery, and small wares. Frequently gloves and hand bags are carried and occasionally toiletries and other lines related to women's apparel. This classification frequently includes large stores of equal sales importance to department stores but limited to women's wear, accessories, and dry goods.

## Women's Accessories Stores

Under the grouping of women's accessories stores there are eight different kinds of shops: Blouse shops, corset and lingerie shops, furriers or fur shops, hosiery shops, knit-goods shops millinery shops, costume accessories stores (selling bags, jewelry, and gloves), and umbrella shops (selling umbrellas, parasols, and canes). The names reflect the principal articles sold although quite often these shops sell related lines ordinarily sold by other kinds of stores. Millinery shops are often operated as leased departments in women's apparel stores and department stores.

## Other Apparel and Furnishings

Included are such kinds of business as children's specialty shops carrying children's clothing and accessories, custom tailors, dressmakers, infants' wear shops carrying infants' wear and specialties, and mail-order apparel. The latter may include men's and boys' mail-order clothing and furnishings, or women's apparel and accessories sold by mail from catalogue.

## Shoe Stores

This classification is divided into three kinds of stores; first, men's shoe stores; second, women's shoe stores; and last, men's women's and children's shoe stores. The first and second specialize in men's and women's shoes respectively with the men's stores usually selling hose and often gloves and the women's stores rapidly developing the sale of hosiery, bags, gloves, and underwear. The family shoe stores, as the men's, women's and children's stores are familiarly called, are more numerous than either of the more specialized shoe stores and serve all members of the family.

## Furniture Stores

Under this heading are; first, the furniture store; second, furniture store and undertaker; and third, the furniture and hardware store. The two latter are usually found only in the smaller towns and in rural communities, while the first is found in all cities, in the large towns and in the suburban areas. The furniture store usually carries furniture, floor coverings, radios, draperies, curtains, etc., and household appliances and other home furnishings. A large proportion of the sales of these stores is on the installment plan. In the smaller cities the furniture stores often carry hardware.

## Floor Coverings, Draperies, Curtains, and Upholstery Stores

Two kinds of stores are included; floor coverings stores, and drapery stores which also carry curtains and upholstery materials. Part of the income of drapery stores is often for service, usually upholstery service, and the making of curtains and draperies.

## Household Appliance Stores

This heading includes four kinds of stores, all more or less closely related. First, electrical household appliance stores; second, stores selling

household appliance other than exclusively electrical, particularly gas appliance; third, stores selling electrical refrigeration; and fourth, stores selling both electrical and gas refrigeration, or gas refrigeration alone. Many of the stores in this classification are utility-operated stores (of the gas and electric power and light companies). However, a considerable number are operated independently. The utility-operated stores carry appliances and accessories adaptable to their particular utility, while the independently operated appliance stores frequently confine their sales to a limited number of nationally advertised line of appliances. The larger appliances are usually sold on the installment plan while the smaller, less expensive articles are normally sold on open account or for cash. A large volume of appliance sales by hardware and department stores is not included, of course, under this heading.

Other Home Furnishings and Appliance Stores

Under this general heading are grouped a large number of stores handling various types of home furnishings and appliances, which could not be grouped with the other more specific kinds of business without distorting the other classification. Under this heading are included stores selling antique furniture with used furniture, retailers of brushes and brooms, stores selling pictures and frames aluminumware retailers (Usually house-to-house selling organizations), stove and range stores, china, glassware, crockery, tinware and enamelware stores, interior decorators, lamp and shade shops, and shops selling awnings, banners, flags, window shades, and tents. Included also are antique shops which sell authentic antique furniture and objects of art at retail differing in many respects from antique furniture---used furniture stores.

Radio and Music Stores

Two kinds of stores are included; first, the radio and electrical shop (the usual kind of radio store frequently selling other related lines of

merchandise and usually providing radio service, and sometimes the servicing of other types of electrical appliances); second, the radio and music store selling radios and various musical instruments, sheet music and music rolls.

Restaurants, Cafeterias, and Lunch Rooms

These classifications, which include restaurants having full table service, cafeterias, and lunch rooms having limited table service in addition to counter service, are sometimes combined to avoid disclosure. However, they are shown separately in the larger cities and in state-wide compilations. The restaurant classification is used only when the eating place provides table service primarily or exclusively. If counter service is also provided, as well as table service, it is classified as a lunch room. If there is counter service alone, it is classified as lunch counter. The cafeteria is characteristically self-service, although this kind of eating place often provides cafeteria service for breakfast and luncheon, with full table service for dinner. Similarly, many of the full-service restaurants are now providing breakfasts on the cafeteria or self-service plan. The lunch room is restricted in service, providing table service to a limited number of its patrons and depending upon counter service for a majority of its business. For the purpose of this census, automats are classified as cafeterias.

Lunch Counters, Refreshment Stands, Fountain-Lunches, etc.

Five kinds of lunch services are included under this classification. First, there are the box lunch companies. Their product consists of a lunch of sandwiches, fruit and dessert, varied daily and sold ordinarily by street vendors or on regular delivery routes. These box lunches are sometimes sold at soft-drink and refreshment stands. Second, there is the refreshment stand, carrying a varied line of prepared foods as well as soft drinks. These stands

are frequently found on the principal highways and adjacent to factories and office buildings. Salads, sandwiches, light lunches, and desserts are served as well as the usual variety of fountain drinks. The fountain-lunch often is an outgrowth of the drug store fountain. Fourth, is the lunch counter with variations such as the street "diner" and the hole-in-the-wall eating place. The modern sandwich shop is included in this classification. The last classification in this group is the soft-drink stand with its usual line of bottled drinks, candy, and limited stocks of sandwiches as well as packaged goods and candy. Seasonable fruits are often sold in soft-drink stands.

Lumber and Building Material Dealers

Under this heading are grouped the various kinds of yards and stores engaged in the sale of lumber and building materials. First are the yards selling lumber and other usual kinds of building materials. Next are the lumber yards also carrying builders' hardware. Included also are the stores or yards specializing in one line of materials such as roofing, asbestos products, brick and tile, building stone, cement, glass, granite, and marble, lime and plaster, nonmetallic roofing materials, sand, gravel and crushed stone, and those selling any other single kind of building material. Frequently a concern specializing principally in one line will carry stocks of related materials. For example a roofing concern primarily engaged in the sale of composition roofing in roll or shingle form may also carry other asbestos products as other types of roofing materials. The cement firm often carries lime and plaster. The brick and tile concern may sell building stone, granite or marble. The sand, gravel or crushed-stone yard may handle cement. The classification used herein indicates the principal material sold.

## Electrical Shops (Without Radio)

These shops sell lighting fixtures, incandescent lamps, heating and cooking appliances, cable, outlets and boxes and do some installation jobs, and make electrical repairs.

## Heating and Plumbing Shops (Including Heating Appliances)

Under this heading are two kinds of stores, those selling heating appliances and oil burners and those selling plumbing, heating, and ventilating supplies, including fixtures, as well as ventilating equipment. Installation charges and minor repairs are a source of income.

## Paint and Glass Stores

Two kinds of stores are included. Glass and mirror shops sell window and plate glass. Mirrored glass and framed mirrors are sold and old mirrors are resilvered. The paint and glass stores usually carry a line of paints, varnishes, and lacquers in addition to glass. Wall paper is sold in considerable quantities by the paint and glass stores.

## Hardware Stores

This classification is confined to one kind of store, namely, the store carrying a line of hardware and tools for general use, builders' hardware and electrical goods, as well as paints, brushes, etc. The modern hardware store is developing a greater and greater diversification of merchandise and is adding many related lines, such as radios, electric refrigerators, gas appliances, etc.

## Farmers' Supply Stores

Under this heading of farmers' supply stores are feed stores selling flour, seed, grain, and fertilizer, fertilizer retailers dealing principally in

fertilizer, harness shops, dealers in irrigation and drainage equipment and ranchers' supplies, store specializing in seeds, bulbs, and nursery stock, cooperages dealing in barrels, boxes, crates, casks, and sawdust, coal-and-feed stores, grain elevators selling at retail, and feed stores handling staple groceries. The latter are classified separately from other feed stores in State reports.

## Book Stores

This classification covers stores engaged primarily in the sale of books, with stationery and related articles secondary. Included also in the sale of books and other merchandise are circulating libraries.

## Cigar Stores and Cigar Stands

Included are three kinds of cigar stores and stands, cigar stores with fountain, (and lunch), cigar stores without fountain, and cigar stands in pool rooms, bowling alleys, railway stations, and other public places. Cigar stores often sell books and magazines and novelty merchandise, cosmetics, and proprietary drug preparations in addition to their more usual merchandise. The cigar stand frequently sell soft drinks in addition to the sale of cigars, cigarettes, tobacco, and smokers' supplies. Packaged candies and an increasing variety of novelty merchandise are now sold in many cigar stores and stands.

## Coal and Wood Yards--Ice Dealers

This classification includes coal and wood yards and ice dealers. In a large number of States, many of the coal and wood yards sell substantial quantities of ice during the summer months, and ice dealers frequently sell coal, wood, and sometimes fuel oil during the winter months. Many coal and wood dealers are selling increasing quantities of fuel oil and some are selling and installing oil-burning equipment.

## Drug Stores

Drug stores could be segregated into a variety of kinds if all data were available. However, in view of the limited amount of information contained in the majority of drug store schedules, the classifications were limited to two, namely, those with fountains and those without fountains sell (in addition to drugs and prescriptions) toiletries, cosmetics, patent medicines, magazines and smokes as well as novelty merchandise. Drug stores with fountains usually sell the same kinds of merchandise but often realize nearly as much sales volume from the fountain-lunches and novelty merchandise as from all of their more usual departments. Circulating libraries and book sales are becoming increasingly important in the neighborhood drug stores. Downtown stores are increasing the sale of sandwiches and light lunches.

## Florists

This classification is confined to flower shops and does not include stores predominately engaged in selling seeds, bulbs and nursery stock. The florist shop sells cut flowers and growing plants, with occasional sales of other merchandise.

## Gift Shops--Novelties and Toys--Cameras

Four kinds of stores are included under this heading. First, are the toy shops; second, art and gift shops; third, novelty and souvenir shops; and fourth, camera and photographic supply dealers. The toy shops, primarily selling toys, very frequently carry novelties, gifts, and souvenirs. Art and gift shops often carry toys as well as souvenir novelties but their principal business is in the more substantial merchandise and objects of art. Novelty and souvenir shops like the others carry toys and gift merchandise and objects of art. Novelty and souvenir shops like the others carry toys and gift merchandise,

novelties and souvenirs. From the schedule it is often difficult to distinguish between the three kinds of shops. Camera and photographic supply dealers add materially to their sales of cameras and photographic supplies through sales of novelties as well as through developing and printing service.

Jewelry Stores

Installment jewelry stores are classified separately from other jewelry stores and are separately analyzed in State reports and in many city reports. Installment jewelers base their appeal, in large part, on the convenience of deferred payments and the great majority of their business is on the installment plan. Other jewelry stores also sell on credit as well as for cash, and a small proportion of their business often is on the installment basis but they do not base their appeal on installment credit. Jewelry stores are tending to sell more and more related merchandise. Income is also derived from repair service and sometimes from optical departments.

Luggage and Leather Goods Stores

These stores sell trunks, hand luggage, gloves, handbags, pocket books, and pass cases, leather belts and hat boxes. Often saddles and other riding equipment are carried.

Monument and Tombstone Works

These dealers are usually craftsmen skilled in stone cutting who buy their stone or marble in the rough and finish it to specifications. Frequently other kinds of stone work are done by these dealers in addition to the cutting and inscribing of tombstones and monuments.

Musical Instruments and Music Stores (Without Radio)

This classification is confined to those stores engaged primarily in the sale of musical instruments, sheet music, music rolls, phonographs and

records. If radios and radio equipment are carried at all, their sales are negligible. (See also radio and music stores).

### News Dealers

These stores sell local newspapers, current magazines, and out-of-town papers, smokes, souvenirs, and novelty merchandise, including toys. In many instances news dealers sell books and stationery, and often they operate circulating libraries.

### Office, School, and Store Supplies and Equipment

This classification combines five kinds of retailers; namely, those selling office and school supplies, office and store mechanical appliances, office and store furniture and equipment, store fixtures, and typewriters. Many manufacturers in these fields maintain their own direct selling offices or branches and operate service departments from which a part of the reported total income is derived. Dealers in equipment sold primarily to the industrial user rather than to the individual user are not included.

### Opticians and Optometrists

Stores engaged in the fitting of eyeglasses, and the sale of lenses and frames together with other optical goods, are included. These stores often handle related lines of merchandise such as opera glasses, binoculars, cameras and photographic supplies.

### Sporting Goods Stores

This heading combines two kinds of stores, those commonly known as sporting goods specialty stores and those handling, in addition to sporting goods, such lines as stationery and toys. The first usually handle a full line of sporting goods, including gymnasium and playground equipment and sportsmen's

equipment as well as firearms and ammunition. The second carry a more restricted line of novelty sporting goods, toys, and stationery.

Scientific and Medical Supplies and Equipment (At Retail)

This classification is confined to retail sales of scientific and medical supplies and equipment sold to physicians at retail or sold to individuals on doctors' prescriptions. Establishments selling primarily to hospitals and those handling equipment for hospitals, laboratories, schools, and universities are classified as wholesale.

Stationers and Printers

This classification includes four kinds of stores. First, dealers selling blank books, accounting and legal forms. Second, paper and paper products stores. Third, retail sales by printers and lithographers. Fourth, retail stationers and engravers. The latter constitute the great majority of the stores included in this classification group.

Miscellaneous Classifications, Combined (All Remaining Kinds of Business Not Specifically Covered, Except Secondhand Stores)

Under the heading "Miscellaneous Classifications, Combined" are included 50 different kinds of business which do not fit the more definite classifications previously enumerated and do not lend themselves readily to grouping. The stores or shops included under this general heading are:

Harness repair shops, including some sales of harness and shoes

Art galleries (selling at retail)

Stores selling artificial limbs

Sales of artists' supplies at retail

Athletic and playground equipment (not to be confused with sporting goods stores' sales of such equipment.)

Auction rooms (miscellaneous goods at auction)

Autographs and philatelists' supplies (stamps)

Automatic vendors (miscellaneous products vended by machine)

Barbers' supplies at retail

Beauty parlors and barber shops (sales of merchandise)

Blacksmiths (sales)

Blue printers (sales)

Chemicals other than drugs at retail

Clipping and trade list bureaus

Concessions (merchandise sold through game of chance)

Dental supplies at retail

Toilet articles and preparations including perfumes

Embroidery, needlework and stamped goods

Fireworks (retail sales only)

Hotel supplies and shop chandleries

Institutional stores (not operated for profit)

Iron, steel and metals at retail

Junk dealers (retail sales only)

Leather and findings at retail

Licensed liquor dealers

Livery stables (sales)

Livestock dealers (retail only)

Locksmiths (sales only)

Automatic-sprinkler supplies at retail

Machinery stores (retail only)

Malt products and supply stores

Patent medicines, remedies, perfumes and extracts (Usually house to house canvassers)

Dress pattern shops and leased pattern departments

Pet shops (animals, birds etc.)

Photographers and illustrators, regalia, badges, and emblems

Religious goods stores

Rubber goods stores, janitors supplies, sanitary supplies (insecticides, disinfectants, etc.)

Scales and balances

Sign shops

Undertakers' funeral supplies

Unclassified

Detailed figures for each of these classifications can be found in the State reports for Connecticut, Massachusetts, and Ohio, but in all other states these miscellaneous classifications are combined.

## Secondhand Stores

Under the general heading of "Secondhand stores," usually shown as a single item in the reports, will be found several minor subclassifications, which for clarity will be defined separately.

### Tires, Accessories, and Parts Dealers

Under this classification are included five kinds of stores; those selling secondhand automobile parts and accessories, those selling secondhand tires and batteries, those selling secondhand motorcycles, bicycles and supplies, dealers in used boats, and dealers in used aircraft. Sales principally are of secondhand goods, although occasionally new merchandise in the lower price line is sold.

### Furniture (Secondhand)

These stores sell secondhand furniture primarily, and occasionally some new furniture in the lower price lines. Stores selling antique and used

furniture are classified elsewhere.

Pawn Shops (sales)

This classification includes sales of miscellaneous merchandise through pawn shops and does not include loan transactions.

Clothing and Shoes (secondhand)

Stores selling secondhand clothing and shoes. Some new merchandise in the lower prive lines often is included as well as some small amount of shoe repairing.

Building Materials and Hardware (secondhand)

This includes two kinds of business; first, yards selling secondhand lumber and building material (and incidental hardware); second, secondhand hardware stores. The latter may sell some new hardware in the lower price lines.

Books (secondhand)

Stores included in this classification sell secondhand books primarily, although some new books and stationery are frequently sold.

Office Appliances (Secondhand, Including Typewriters)

Two kinds of stores are included; first, those selling rebuilt typewriters with related equipment and supplies; second, stores selling other secondhand office supplies; third, stores selling other secondhand office appliances, often including secondhand typewriters when they constitute less than one-half of total sales.

Radios, Phonographs, Musical Instruments (Secondhand)

Two kinds of stores are included; first stores selling secondhand musical instruments, including used pianos; second, stores selling used radios

and phonographs.

## All Other Secondhand Stores

This group includes the remainder of the classified secondhand stores; first, stores selling secondhand store fixtures and equipment; second, establishments selling used barrels; crates, boxes, casks, etc., usually including sawdust; third, stores or yards selling secondhand machinery; fourth, stores selling secondhand household appliance and furnishings; fifth, stores selling secondhand carriages, wagons, saddles, and harness; sixth, stores selling used farm implements and machinery; seventh, secondhand stores not otherwise classified.

Retail Distribution, By Types Of Operation In Kentucky In 1930

Number of Stores and Personnel

| Type of Operation | Number of Stores | Number of Employees | |
|---|---|---|---|
| | | Full Time | Part Time |
| Total | 27117 | 46749 | 8289 |
| Single Store independents | 19066 | 31180 | 5177 |
| 2-Store independents | 556 | 2741 | 307 |
| 3-Store independents | 145 | 782 | 144 |
| Local Branch Systems | 5 | 33 | |
| Local Chains | 397 | 1371 | 253 |
| Sectional Chains | 444 | 1797 | 271 |
| National Chains | 831 | 4673 | 1115 |
| Other Types of Operation | | | |
| Mail order houses (catalogue only) | 7 | 63 | 25 |
| Direct selling (house to house) | 29 | 139 | |
| Roadside markets or stands | 12 | 1 | 1 |
| Curbside markets or stands | 4 | 2 | |
| Itinerant Vendors | 9 | 7 | 1 |
| Rolling stores | 6 | | |
| Industrial stores | 170 | 706 | 74 |
| Leased Departments | 3 | 2 | 1 |
| Leased Department Chains | 58 | 262 | 39 |
| Utility-operated retail stores | 92 | 162 | 49 |
| Manufacturers-controlled chains | 41 | 398 | 7 |
| Cooperative stores | 5 | 9 | 6 |
| Retailers Country buyers | 5035 | 1695 | 660 |
| Retailers-wholesalers | 196 | 709 | 158 |
| All Other types | 6 | 17 | 1 |

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## TYPES OF OPERATION DEFINED

### INDEPENDENTS

Single-store independents and 2-store and 3-store independents are shown separately. Between them and the local chains is a classification called "Local Branch Systems."

### A BRANCH SYSTEM

A branch differs from a local chain, either of which can have four or more units, mainly in the method of merchandising and the relation of the various stores to each other. A branch system always revolves around a dominant parent store, from which the branches grew and from whose stocks the branches draw most of their merchandise for sale.

### A LOCAL CHAIN

A local chain is a group of substantially similar stores under the same ownership and operation, merchandised from a central warehouse or other common point or points, but not from the stocks of a parent store. In a local chain, a majority of its stores are located in and around one city.

### A SECTIONAL CHAIN

A sectional chain is one whose stores are located in a number of cities so that its operations are more than local, but a large majority of whose stores is located within one geographic division, or an equivalent area. Chains operating entirely or principally within the Pacific Coast States, or in New England, or in the South Atlantic States, or in any other distinct section of the country, are sectional chains.

## NATIONAL CHAINS

National chains are those operating in two or more geographic divisions, or sections of the country, whose interests and operations are broader than those of any one section.

## MANUFACTURER-CONTROLLED CHAINS

Manufacturer-controlled chains are operated to distribute at retail the products of a manufacturer, or a group of manufacturers who are joint owners of the stores. Manufacturer-controlled chains are primarily interested in furthering the sales of predetermined commodities, in contrast to the primary interest of most stores and chains in determining customer-preference and buying merchandise to sell which will most nearly fill that want. The interests of the two classes of merchandisers are different, and require separate classification. Manufacturer-controlled chains are not classified as to the extent of territory covered. This classification includes sales branches of manufacturers of specialties, such as typewriters and plumbing fixtures, sold directly to the public at retail.

## UTILITY-OPERATED STORES

Utility-operated stores are those operated by public utility companies and are mainly for the sale of electric and gas household appliances.

## MAIL-ORDER HOUSES

The classification "mail-order houses" is limited to catalogue business. It does not include the retail-store business of the companies usually known as mail-order concerns. Such retail-store business is properly classified under the heading of National Chains.

## COUNTRY BUYERS

Country buyers shown in the retail reports are retailers who combine with their store business the function of buying and assembling farm produce. This operation is primarily that of assembling and shipping to wholesalers and processors. This type classification should not be confused with country general stores, which is a kind-of-business classification. Retailers who operate partially as country buyers of farm products are classified in the retail tables in accordance with their major kind of business.

## ROADSIDE MARKETS OR STANDS

Roadside markets or stands provide retail outlets for farm products and other merchandise often produced locally. These markets or stands, which are most often found in the rural areas and in the smaller towns, are operated principally during the crop seasons.

## CURBSIDE MARKETS OR STANDS

Curbside markets or stands are for the most part engaged in the sale of products of the farm although occasionally other miscellaneous merchandise is thus sold. This classification includes stalls or concessions in public or municipal markets.

## ITINERANT VENDERS

Itinerant venders (popularly called peddlers) operate both in the cities and rural areas. They may operate with packs, pushcarts, wagons, or trucks, but do not operate on regular schedule over established routes.

## ROLLING STORES

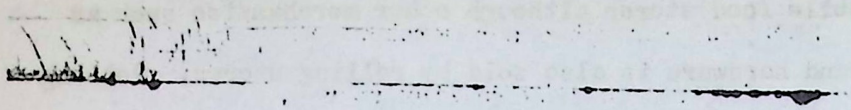
Rolling stores, popular in the rural areas and in city suburban areas, are, for the most part, mobile food stores although other merchandise such as ready-to-wear, dry goods, and hardware is also sold by rolling stores. Rolling stores usually operate over prescribed routes and make immediate delivery from stock in contrast to solicitors who take orders from sample for later delivery.

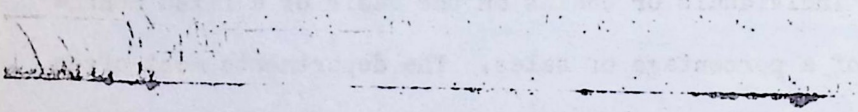
## INDUSTRIAL STORES

Industrial stores (including commissaries), found principally in industrial and mining communities and in lumber camps, are operated by the industrial concerns primarily for the benefit of their employees. These stores usually carry groceries and a line of general merchandise with work clothing and homewares predominating.

## LEASED DEPARTMENTS

Leased departments are sections or departments of stores which are operated either by outside individuals or chains on the basis of a fixed monthly rental or on the basis of a percentage of sales. The departments most often leased are those which require a high degree of specialization or where skilled service is essential. The lessee owns the merchandise and directs its pricing. The store provides supplies, delivery, heat, light, power, and protection, and handles the receipts, both cash and charge. It usually pays the lessee's salespeople through its regular pay roll and at the end of the month it pays to the lessee the amount received less pay roll, supplies, sometimes delivery, and the agreed rental.





Cooperative associations are groups of individuals associated primarily for the purpose of cooperating in the purchase of goods in wholesale quantities for distribution to members. Often this takes the simple form of pooling the purchases of members, buying in bulk from a wholesaler or manufacturer at a price somewhat lower than the retail price, and distributing the goods immediately upon arrival without storage or any other expense. Such associations are formed frequently among farmers for seasonal purchases of such commodities as coal, feed, seed, and fertilizer.

Another development in cooperative purchasing is the operation of a cooperative store. This form introduces such additional expenses as rent, the pay-roll cost of warehousing, stock keeping, and the assembly of goods to fill orders, heat and light, taxes and insurance, bookkeeping, and the inevitable mark down caused by damage, overstock, shortages, competitive prices, and unpopularity of some lines. Usually when a cooperative association operates a store it follows the practice of opening it to the public, marking the goods at regular retail prices, and the distributing of the profits, if any, at stated intervals to members of the association in proportion to their purchases.

Frequently retailers are members of cooperative buying associations, formed for the purpose of pooling the requirements of a number of smaller stores in order to enter the market with orders of buying power in such quantity as to put the group on a price parity with chains. Occasionally such associations develop into extensive organizations, including in their services advice and help in store arrangement, methods of display, control of stocks, and sales promotion. Such associations then are known as "Voluntary Chains". The member stores of such associations are included in the census as individual stores, but the associations themselves are not included in the classification

called co-operative associations.

Many voluntary chains of retail stores are operated by wholesalers. An interesting report on the growth of voluntary chains, prepared by the Federal Trade Commission, is available from the Superintendent of Documents, Washington, D. C.

## THE RETAILER-WHOLESALER CLASSIFICATION

The retailer-wholesaler classification is used to designate dealers who do both a retail and a wholesale business. It is used only in places of less than 10,000 population and only when the return or schedule received from the store does not indicate the ratio of either kind of business to the other.

RETAIL DISTRIBUTION: 1935

UNITED STATES SUMMARY

STORES, PERSONNEL, BY KINDS OF BUSINESS

| KIND OF BUSINESS | Number of Stores | Employees (full time & part time) avg. for yr. |
|---|---|---|
| TOTALS, 1935: (preliminary) | 1,649,081 | 3,899,927 |
| FOOD GROUP: | 542,845 | 755,324 |
| Candy and confectionery stores | 55,132 | 36,765 |
| Dairy products stores & (Milk dealers) | 21,953 | 82,969 |
| Delicatessen stores | 6,547 | 7,172 |
| Fruit stores and vegetable markets | 32,589 | 23,065 |
| Grocery stores (without meats) | 188,622 | 155,393 |
| Combination stores (groceries & meats) | 165,552 | 357,202 |
| Meat markets (incl. sea foods) | 39,474 | 51,176 |
| Bakeries & caterers | 13,972 | 16,223 |
| Other food stores | 6,941 | 9,034 |
| Beer and liquor stores (packaged) | 12,063 | 16,325 |
| GENERAL STORES (with foods) | 66,589 | 81,811 |
| GENERAL MERCHANDISE GROUP: | 44,708 | 699,100 |
| Dry goods and general merchandise stores | 28,583 | 64,680 |
| Department stores | 4,204 | 460,260 |
| Variety, 5-and-10, to-a-dollar stores | 11,921 | 174,160 |
| APPAREL GROUP: | 95,147 | 320,297 |
| Men's furnishings stores | 7,672 | 12,680 |
| Men's clothing & furnishings stores | 13,113 | 44,688 |
| Family clothing stores | 7,871 | 46,780 |
| Women's ready-to-wear specialty stores | 21,839 | 104,469 |
| Furrier and fur shops | 1,524 | 6,684 |
| Millinery stores | 9,443 | 18,143 |
| Custom tailors | 6,541 | 14,219 |
| Accessories and other apparel stores | 8,538 | 17,577 |
| Shoe stores | 18,606 | 54,937 |
| AUTOMOTIVE GROUP: | 116,553 | 376,774 |
| Motor-vehicle dealers (new) | 30,265 | 256,627 |
| Used car dealers | 4,752 | 9,783 |
| Accessories, Tire, and Battery dealers | 14,285 | 45,431 |
| Garages | 66,183 | 62,926 |
| OTHER AUTOMOTIVE | 1,068 | 2,007 |
| FILLING STATIONS: | 196,649 | 201,611 |
| FURNITURE HOUSEHOLD GROUP: | 45,001 | 169,127 |
| Furniture stores | 16,991 | 76,055 |
| Floor coverings-drapery stores | 2,612 | 8,977 |
| Household appliance and radio stores | 14,026 | 63,549 |
| Radio dealers | 4,309 | 6,102 |
| Other home furnishing stores | 7,063 | 14,444 |

Continued--

| | | |
|---|---|---|
| LUMBER, BUILDING, HARDWARE GROUP: | 72,784 | 192,191 |
| Lumber and building-material dealers | 21,039 | 90,256 |
| Hardware stores | 26,951 | 45,761 |
| Hardware & farm implement dealers | 9,580 | 21,773 |
| Heating & plumbing equipment dealers | 4,863 | 16,125 |
| Paint, glass, wall paper stores | 8,880 | 14,874 |
| Electrical supply stores | 1,471 | 3,402 |
| EATING AND DRINKING PLACES: | 251,084 | 642,682 |
| Restaurants, cafeterias, lunch rooms | 112,787 | 439,030 |
| Lunch counters, refreshment stands | 40,445 | 52,643 |
| Drinking places | 97,852 | 151,009 |
| DRUG STORES: | 56,519 | 158,379 |
| Drug stores with fountain | 38,635 | 127,406 |
| Drug stores without fountain | 17,884 | 30,973 |
| OTHER RETAIL STORES: | 138,685 | 281,810 |
| Cigar stores and cigar stands | 15,340 | 15,097 |
| Florists | 11,262 | 17,295 |
| Fuel and ice dealers | 35,176 | 91,022 |
| Hay, grain, and feed stores | 11,081 | 18,908 |
| Farm and garden supply stores | 9,150 | 18,648 |
| Jewelry stores | 12,390 | 25,571 |
| News dealers | 7,013 | 13,473 |
| Other classifications | 37,273 | 81,796 |
| SECOND-HAND STORES | 22,517 | 20,821 |

Figures: U. S. Census, Retail Distribution

UNITED STATES RETAIL DISTRIBUTION: 1935, 1933 and 1929

STORES AND EMPLOYEES

| KIND OF BUSINESS | NO. OF STORES | | | NO. OF EMPLOYEES | | |
|---|---|---|---|---|---|---|
| | 1935 | 1933 | 1929 | 1935 | 1933 | 1929 |
| TOTALS 1935 (Preliminary) | 1,649,081 | 1,526,119 | 1,543,158 | 3,899,927 | 3,433,682 | 3,833,581 |
| FOOD GROUP | 542,845 | 473,916 | 481,891 | 755,324 | 682,985 | 569,632 |
| GENERAL STORES | 66,589 | 107,483 | 131,223 | 81,811 | 126,593 | 154,283 |
| GENERAL MERCHANDISE GROUP | 44,708 | 49,712 | 54,636 | 699,100 | 686,551 | 702,822 |
| APPAREL GROUP | 95,147 | 86,548 | 114,296 | 320,297 | 263,412 | 329,254 |
| AUTOMOTIVE GROUP | 116,553 | 134,999 | 136,172 | 376,774 | 326,560 | 501,612 |
| FILLING STATIONS | 196,649 | 170,404 | 121,513 | 201,611 | 171,812 | 126,721 |
| FURNITURE & HOUSEHOLD | 45,001 | 42,976 | 58,941 | 169,127 | 158,040 | 249,945 |
| LUMBER BLDG. & HARDWARE | 72,784 | 76,098 | 90,386 | 192,191 | 189,195 | 289,572 |
| EATING & DRINKING | 251,034 | 200,335 | 134,293 | 642,682 | 429,430 | 419,994 |
| DRUG STORES | 56,519 | 58,407 | 58,258 | 158,379 | 147,551 | 148,580 |
| OTHERS | 138,685 | 104,372 | 146,484 | 281,810 | 229,286 | 326,278 |
| SECONDHAND STORES | 22,517 | 20,869 | 15,065 | 20,821 | 22,237 | 14,828 |

Figures: U. S. Census, Retail Distribution



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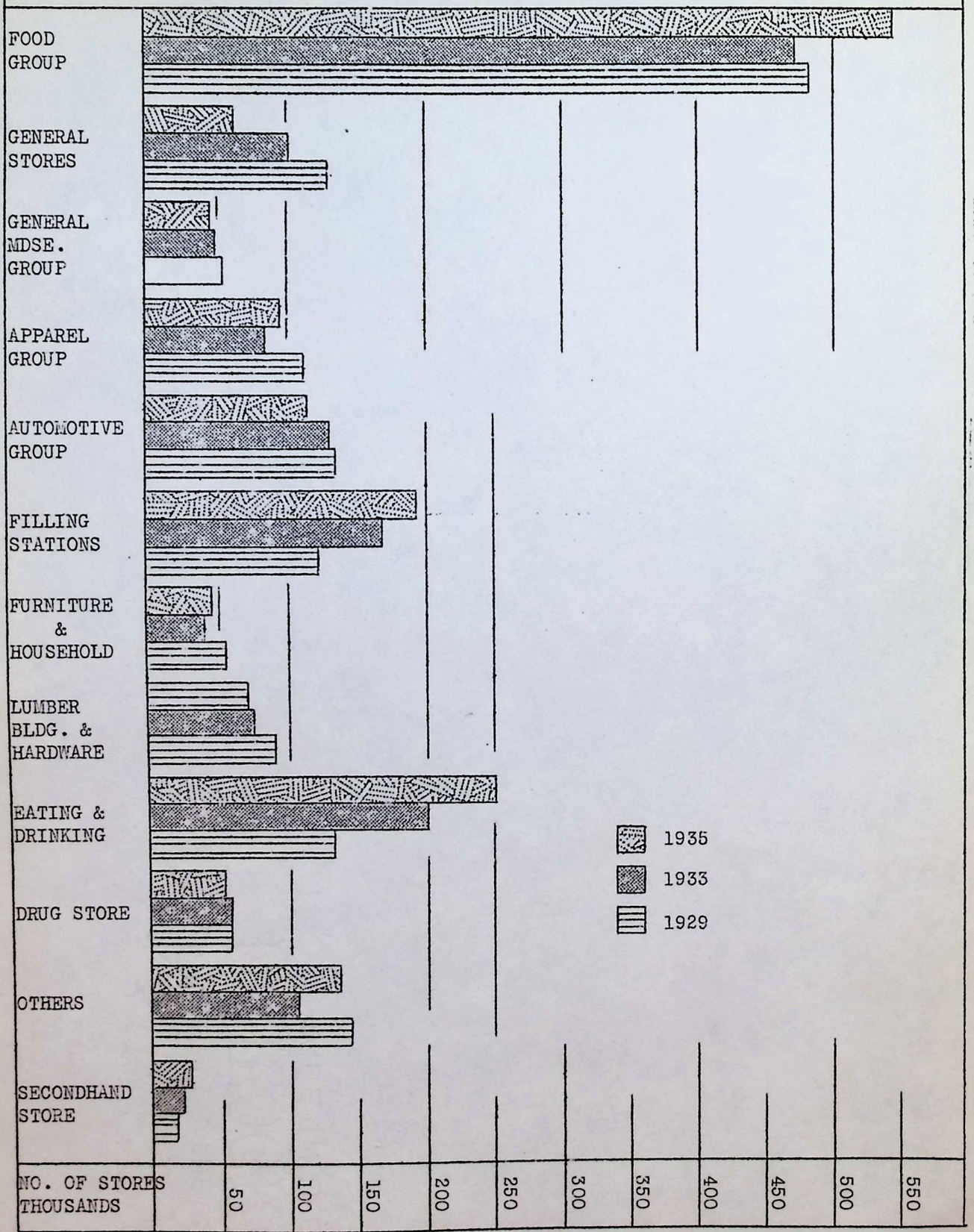
UNITED STATES RETAIL DISTRIBUTION 1935, 1933, AND 1929

Kind of Business and Number of Stores




Figures: U. S. Census, Retail Distribution



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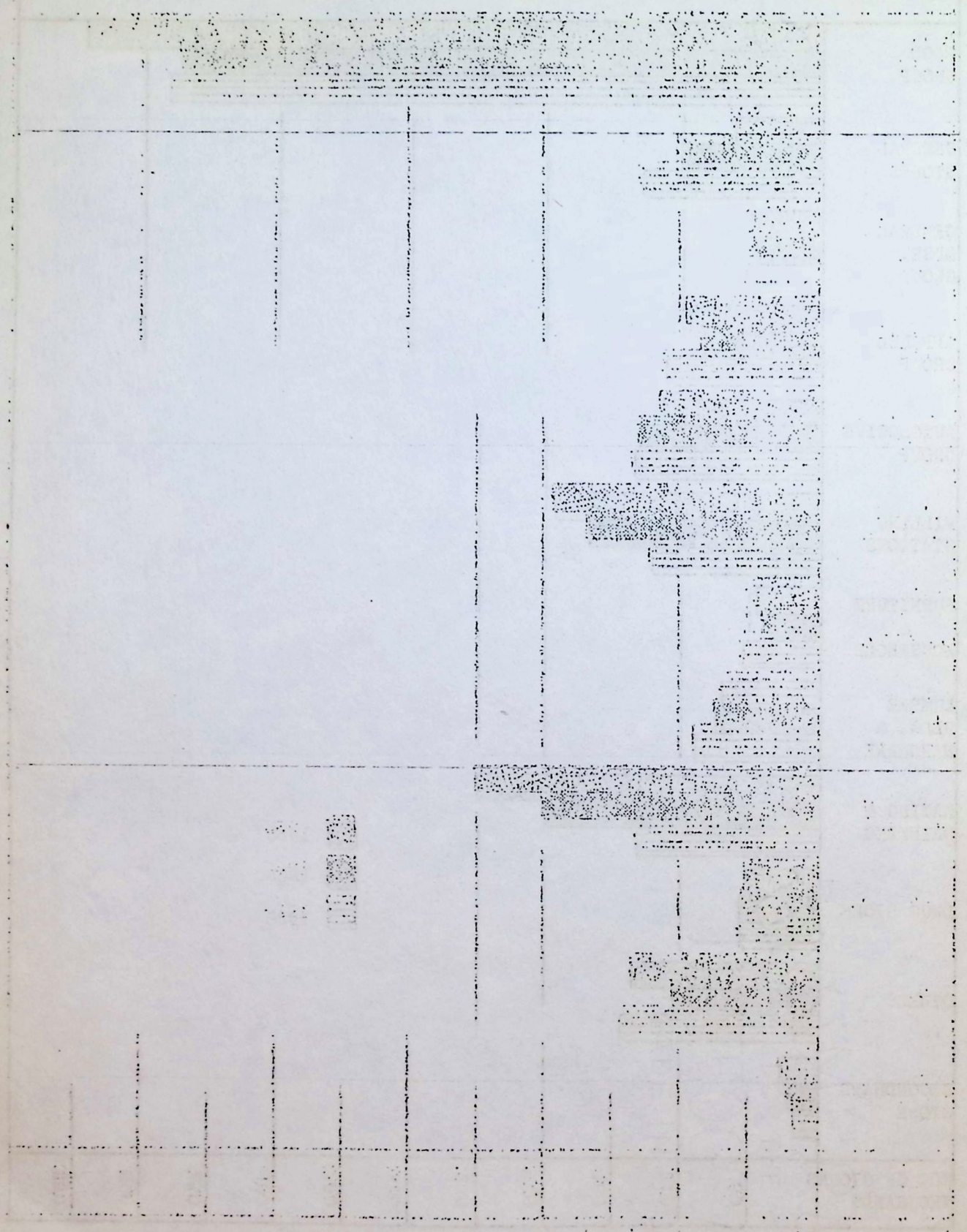
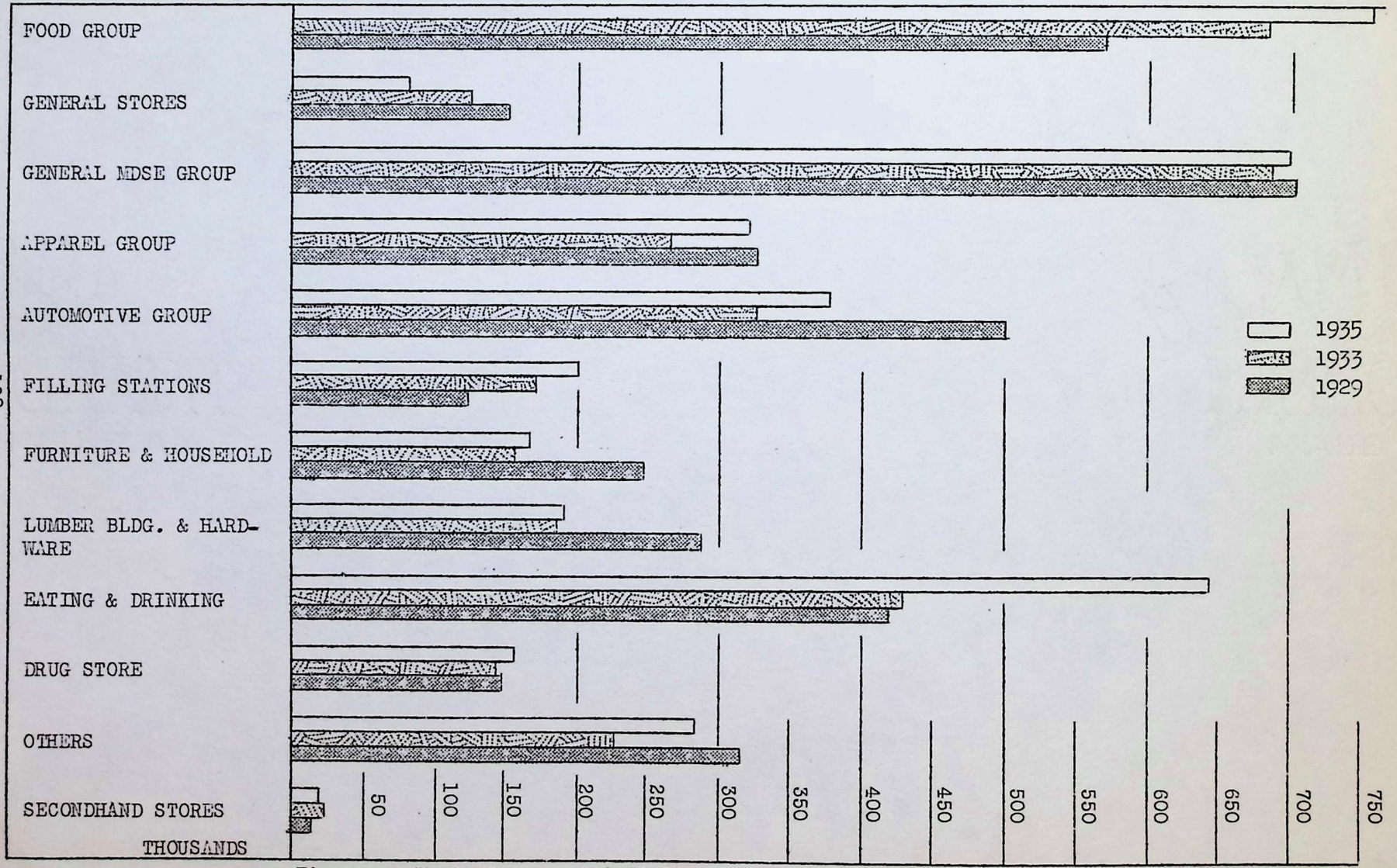
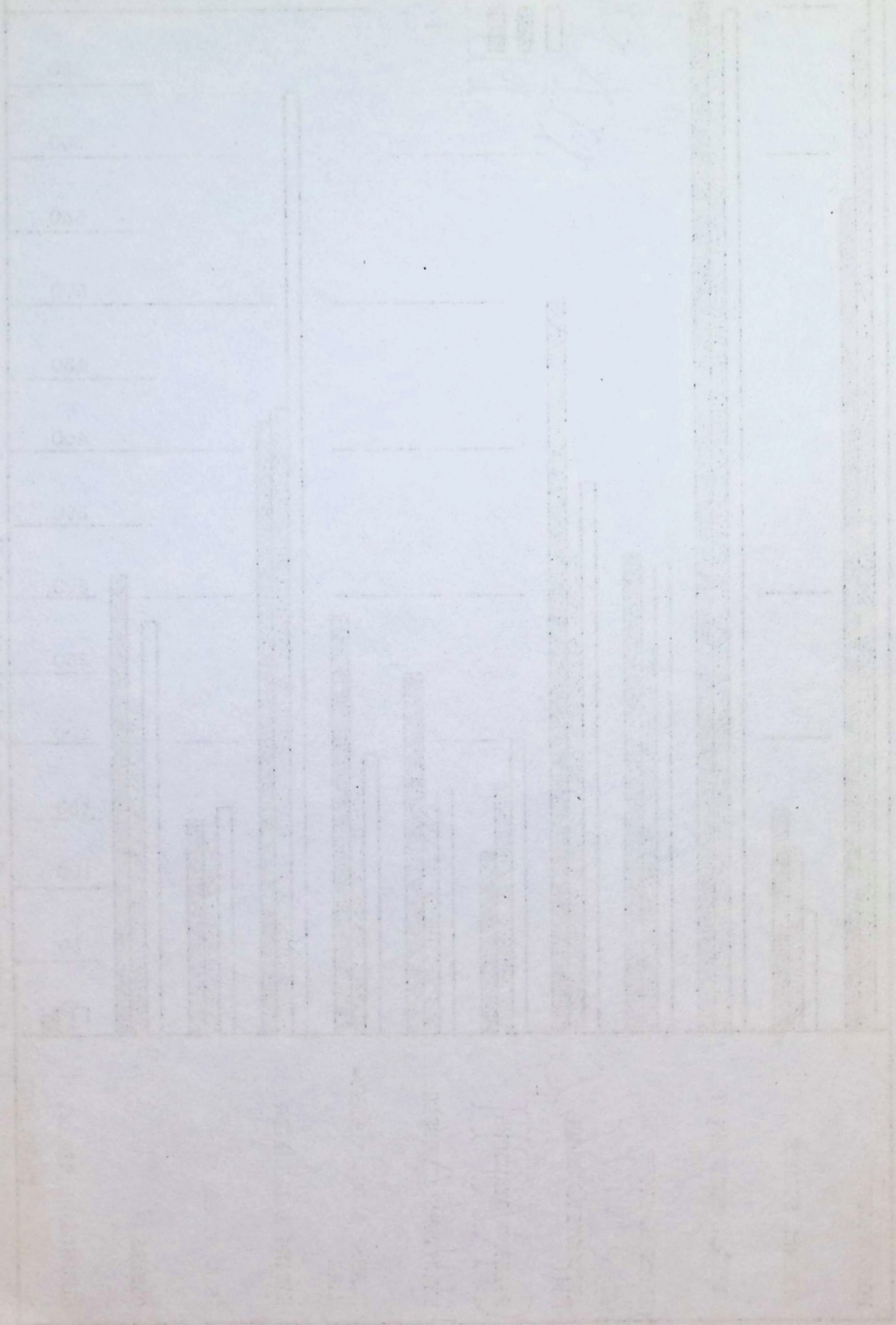


UNITED STATES RETAIL DISTRIBUTION

KIND OF BUSINESS AND PERSONNEL, 1935, 1933 and 1929




Figures: U. S. Census, Retail Distribution

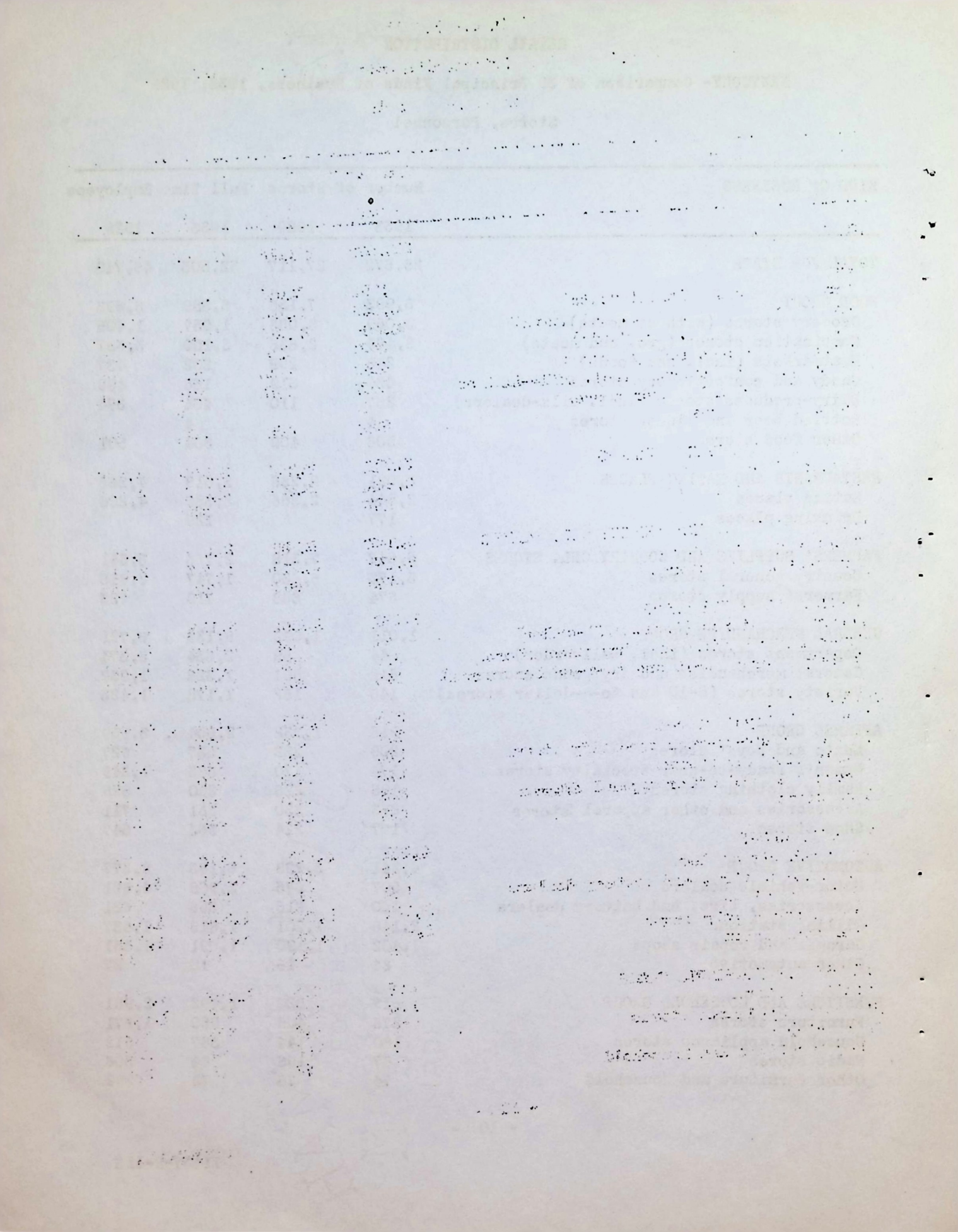


RETAIL DISTRIBUTION

KENTUCKY- Comparison of 39 Principal Kinds of Business, 1933, 1929

Stores, Personnel

| KIND OF BUSINESS | Number of Stores | | Full Time Employees | |
|---|---|---|---|---|
| | 1933 | 1929 | 1933 | 1929 |
| TOTAL FOR STATE | 25,672 | 27,117 | 32,503 | 46,749 |
| FOOD GROUP | 6,993 | 7,156 | 5,359 | 6,593 |
| Grocery stores (without meats) | 3,059 | 3,083 | 1,057 | 1,405 |
| Combination stores (gro. and meats) | 2,489 | 2,636 | 3,160 | 3,357 |
| Meatmarkets (incl. sea foods) | 248 | 299 | 202 | 437 |
| Candy and confectionery stores | 430 | 619 | 168 | 499 |
| Dairy-products stores (incl. milk-dealers) | 257 | 110 | 404 | 394 |
| Bottled beer and liquor stores | 4 | | 4 | |
| Other food stores | 506 | 409 | 364 | 501 |
| RESTAURANTS AND EATING PLACES | 3,021 | 2,266 | 3,518 | 4,266 |
| Eating places | 2,844 | 2,266 | 3,389 | 4,266 |
| Drinking places | 177 | | 129 | |
| FARMERS' SUPPLIES AND COUNTRY GNL. STORES | 5,547 | 7,318 | 2,166 | 3,541 |
| Country general stores | 5,173 | 6,630 | 1,747 | 2,818 |
| Farmers' supply stores | 374 | 688 | 419 | 723 |
| GENERAL MERCHANDISE GROUP | 1,011 | 1,092 | 5,134 | 6,729 |
| Department stores (incl. mail-order) | 44 | 59 | 2,634 | 3,374 |
| General merchandise and dry goods stores | 819 | 881 | 1,322 | 1,932 |
| Variety stores (5-10 and to-a-dollar stores) | 148 | 152 | 1,178 | 1,423 |
| APPAREL GROUP | 918 | 1,232 | 2,504 | 3,959 |
| Men's and boys' stores | 209 | 282 | 627 | 927 |
| Women's ready-to-wear specialty stores | 174 | 170 | 883 | 1,249 |
| Family clothing stores | 125 | 226 | 280 | 525 |
| Accessories and other apparel stores | 233 | 330 | 351 | 711 |
| Shoe stores | 177 | 224 | 363 | 547 |
| AUTOMOTIVE GROUP | 4,241 | 3,298 | 6,183 | 8,377 |
| Motor-vehicle dealers | 507 | 675 | 2,908 | 4,861 |
| Accessories, tire, and battery dealers | 160 | 216 | 356 | 621 |
| Filling stations | 2,148 | 1,201 | 1,815 | 1,437 |
| Garages and repair shops | 1,402 | 1,190 | 1,091 | 1,431 |
| Other automotive | 24 | 16 | 10 | 27 |
| FURNITURE AND HOUSEHOLD GROUP | 617 | 822 | 1,493 | 2,981 |
| Furniture stores | 276 | 406 | 950 | 1,671 |
| Household appliance stores | 180 | 144 | 387 | 512 |
| Radio stores | 87 | 196 | 84 | 506 |
| Other furniture and Household | 74 | 76 | 72 | 292 |



KENTUCKY- Comparison of 39 Principal Kinds of Business 1933, 1929

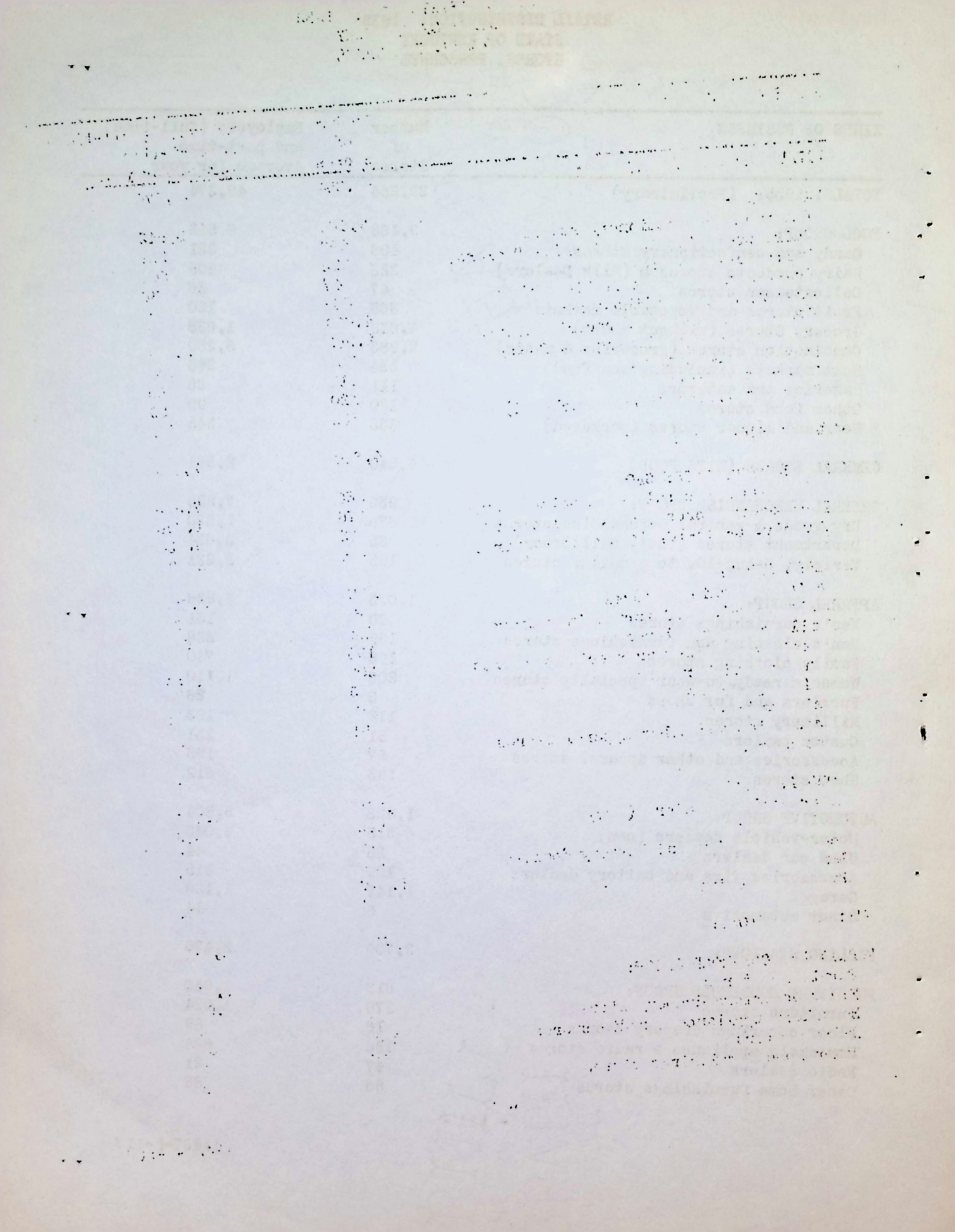
Stores, Personnel

| KIND OF BUSINESS | Number of Stores | | Full Time Employees | |
|---|---|---|---|---|
| | 1933 | 1929 | 1933 | 1929 |
| LUMBER, BUILDING, AND HARDWARE GROUP | 939 | 1,178 | 2,154 | 4,340 |
| Lumber dealers | 277 | 374 | 1,082 | 2,087 |
| Hardware stores (Incl. farm) (Impl. dealer) | 394 | 464 | 602 | 943 |
| Heating and plumbing stores | 147 | 168 | 234 | 677 |
| Other building (paint, glass, and electrical) | 121 | 172 | 236 | 633 |
| Cigar stores and cigar stands | 72 | 211 | 554 | 244 |
| Coal and woodyards - ice dealers | 476 | 386 | 815 | 946 |
| Drug stores | 925 | 887 | 1,902 | 2,315 |
| Jewelry stores | 171 | 252 | 206 | 414 |
| News dealers | 35 | 36 | 169 | 123 |
| Other Retail stores | 368 | 806 | 626 | 1,741 |
| Secondhand stores | 320 | 177 | 223 | 178 |

Figures: U. S. Census, Retail Distribution

RETAIL DISTRIBUTION: 1935
STATE OF KENTUCKY
STORES, PERSONNEL

| KINDS OF BUSINESS | Number of Stores | Employees (full-time) and part-time Average for year |
|---|---|---|
| TOTALS, 1935: (Preliminary) | 29,254 | 48,374 |
| FOOD GROUP: | 9,466 | 8,543 |
| Candy and confectionery stores | 406 | 221 |
| Dairy products stores & (Milk Dealers) | 223 | 505 |
| Delicatessen stores | 47 | 36 |
| Fruit stores and vegetable markets | 369 | 120 |
| Grocery Stores (without meats) | 4,638 | 1,638 |
| Combination stores (groceries & meats) | 2,983 | 5,269 |
| Meat markets (including sea food) | 234 | 245 |
| Bakeries and caterers | 111 | 65 |
| Other food stores | 120 | 99 |
| Beer and liquor stores (packaged) | 335 | 345 |
| GENERAL STORES (WITH FOOD) | 4,640 | 2,561 |
| GENERAL MERCHANDISE GROUP: | 936 | 7,525 |
| Dry goods & general merchandise stores | 676 | 1,670 |
| Department stores (incl. mail order) | 65 | 3,634 |
| Variety, 5-and-10, to a dollar stores | 195 | 2,221 |
| APPAREL GROUP: | 1,033 | 3,826 |
| Men's furnishings stores | 60 | 131 |
| Men's clothing and furnishings stores | 159 | 688 |
| Family clothing stores | 198 | 740 |
| Women's ready-to-wear specialty stores | 208 | 1,110 |
| Furriers and fur shops | 5 | 26 |
| Millinery stores | 112 | 193 |
| Custom tailors | 51 | 131 |
| Accessories and other apparel stores | 57 | 195 |
| Shoe stores | 183 | 612 |
| AUTOMOTIVE GROUP: | 1,822 | 5,804 |
| Motor-vehicle dealers (new) | 515 | 4,043 |
| Used car dealers | 25 | 44 |
| Accessories Tire and battery dealers | 129 | 515 |
| Garages | 1,147 | 1,188 |
| Other automotive | 6 | 14 |
| FILLING STATIONS: | 2,709 | 2,476 |
| FURNITURE HOUSEHOLD GROUP: | 613 | 1,846 |
| Furniture stores | 278 | 1,024 |
| Floor coverings drapery stores | 16 | 89 |
| Household appliance & radio stores | 186 | 624 |
| Radio dealers | 47 | 21 |
| Other home furnishings stores | 86 | 88 |



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| KINDS OF BUSINESS | Number of Stores | Employees (full-time) and part-time Average for year |
|---|---|---|
| LUMBER-BUILDING-HARDWARE GROUP: | 989 | 2,768 |
| Lumber and building material dealers | 309 | 1,258 |
| Hardware stores | 382 | 635 |
| Hardware & farm implements dealers | 119 | 404 |
| Heating and plumbing equipment dealers | 50 | 171 |
| Paint, glass, wall paper stores | 120 | 257 |
| Electrical supply stores | 9 | 43 |
| EATING AND DRINKING PLACES: | 3,833 | 7,083 |
| Restaurants, cafeterias, lunch rooms | 1,498 | 4,273 |
| Lunch counters, refreshments stands | 1,181 | 1,306 |
| Drinking places | 1,154 | 1,504 |
| DRUG STORES: | 866 | 2,596 |
| Drug stores with fountain | 560 | 2,051 |
| Drug stores without fountain | 306 | 545 |
| OTHER RETAIL STORES: | 2,010 | 3,160 |
| Cigar stores and cigar stands | 47 | 62 |
| Florists | 134 | 241 |
| Fuel and ice dealers | 901 | 1,153 |
| Hay, grain, and feed stores | 155 | 170 |
| Farm and garden supply stores | 198 | 281 |
| Jewelry stores | 138 | 281 |
| News dealers | 50 | 108 |
| Other classifications | 387 | 864 |
| SECONDHAND STORES | 337 | 186 |

KENTUCKY-Number of stores, personnel, percent women

| KIND OF BUSINESS | NUMBER OF STORES | EMPLOYEES AVERAGE NUMBER | | TOTAL EMPLOYEES INCLUDING PART TIME | | |
|---|---|---|---|---|---|---|
| | | Full Time | Part Time | Men | Women | Percent Women |
| TOTAL FOR STATE | 25,672 | 32,503 | 9,847 | 30,385 | 11,965 | 28.3 |
| FOOD GROUP | 6,993 | 5,359 | 2,327 | 6,796 | 890 | 11.6 |
| Candy and confectionery stores | 430 | 168 | 77 | 142 | 103 | 42.0 |
| Dairy-products stores including milk dealers | 257 | 404 | 90 | 444 | 50 | 10.2 |
| Delicatessen stores | 64 | 29 | 13 | 29 | 13 | 31.2 |
| Fruit stores and vegetable mkt. | 240 | 70 | 60 | 121 | 9 | 7.2 |
| Grocery stores (without meats) | 3,059 | 1,057 | 730 | 1,619 | 168 | 9.4 |
| Combination stores (gr. and meats) | 2,489 | 3,160 | 1,239 | 3,959 | 440 | 10.0 |
| Meat markets (incl. sea food) | 248 | 202 | 57 | 244 | 15 | 5.9 |
| Bakeries, caterers | 162 | 199 | 52 | 174 | 77 | 30.7 |
| Bottled beer and liquor stores | 4 | 4 | -- | 3 | 1 | 25.0 |
| Other food stores | 40 | 66 | 9 | 61 | 14 | 18.1 |
| Farmer's supplies & country Gnl. St. | 5,547 | 2,166 | 587 | 2,192 | 561 | 20.4 |
| Country general stores | 5,173 | 1,747 | 468 | 1,706 | 509 | 23.0 |
| Farmer's supply stores | 374 | 419 | 119 | 486 | 52 | 9.6 |
| General merchandise group | 1,011 | 5,134 | 1,984 | 2,044 | 5,073 | 71.3 |
| Department stores | 44 | 2,634 | 589 | 977 | 2,246 | 69.7 |
| General Mdse. and dry-good stores | 819 | 1,322 | 549 | 776 | 1,095 | 58.5 |
| Variety, 5 & 10, & to a dollar stores | 148 | 1,178 | 845 | 291 | 1,732 | 85.6 |
| Apparel group | 918 | 2,504 | 856 | 1,570 | 1,790 | 53.3 |
| Men's and boy's stores | 209 | 627 | 158 | 615 | 170 | 21.6 |
| Family clothing stores | 125 | 280 | 168 | 181 | 267 | 59.7 |
| Women's ready-to-wear specialty st. | 174 | 883 | 221 | 173 | 931 | 84.3 |
| Furriers-fur shops | 7 | 30 | -- | 16 | 14 | 46.9 |
| Millinery stores | 108 | 106 | 40 | 15 | 131 | 89.8 |
| Custom tailors | 70 | 75 | 54 | 102 | 27 | 21.1 |
| Accessories and other apparel stores | 48 | 140 | 15 | 42 | 113 | 72.6 |
| Shoe stores | 177 | 363 | 200 | 426 | 137 | 24.3 |
| Automotive group | 4,241 | 6,180 | 749 | 6,590 | 339 | 4.9 |
| Motor-vehicle dealers (new & used) | 507 | 2,908 | 179 | 2,877 | 210 | 6.8 |
| Accessories tires & battery dealers | 160 | 356 | 27 | 351 | 32 | 8.3 |
| Filling stations | 2,148 | 1,815 | 262 | 2,031 | 46 | 2.2 |
| Motorcycle, bicycle & supply dlrs. | 20 | 5 | 5 | 10 | -- | --- |
| Garages and repair shops | 1,402 | 1,091 | 274 | 1,314 | 51 | 3.7 |
| Other automotive | 4 | 5 | 2 | 7 | -- | --- |



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KENTUCKY-Number of stores, personnel, percent women

| KIND OF BUSINESS | NUMBER OF STORES | EMPLOYEES AVERAGE NUMBER | | TOTAL EMPLOYEES INCLUDING PART TIME | | |
|---|---|---|---|---|---|---|
| | | Full Time | Part Time | Men | Women | Percent Women |
| Furniture and household group | 617 | 1,493 | 406 | 1,502 | 397 | 20.9 |
| Furniture stores | 276 | 950 | 99 | 837 | 210 | 20.0 |
| Floor coverings, drapery, Uphos. St. | 12 | 35 | 13 | 28 | 20 | 41.2 |
| Household appliance stores | 180 | 387 | 205 | 455 | 137 | 23.2 |
| Other home furnishings & appliance stores | 62 | 37 | 57 | 81 | 13 | 14.3 |
| Radio stores | 87 | 84 | 32 | 99 | 17 | 14.4 |
| Lumber, building, and hardware group | 939 | 2,154 | 850 | 2,769 | 235 | 7.8 |
| Lumber and Bldg. material dlrs. | 277 | 1,082 | 419 | 1,424 | 77 | 5.1 |
| Electrical shops (without radios) | 29 | 124 | 34 | 140 | 18 | 11.4 |
| Heating and plumbing shops | 147 | 234 | 201 | 403 | 32 | 7.4 |
| Paint and glass stores | 92 | 112 | 104 | 194 | 22 | 10.1 |
| Hardware stores | 256 | 328 | 52 | 332 | 48 | 12.7 |
| Hardware and farm-implement stores | 138 | 274 | 40 | 276 | 38 | 12.0 |
| Restaurant and Eating group | 3,021 | 3,518 | 730 | 2,573 | 1,675 | 39.4 |
| Restaurants, cafeterias, and lunchrooms | 1,815 | 2,813 | 510 | 1,841 | 1,482 | 44.6 |
| Lunch counters and refreshment stands | 1,029 | 576 | 166 | 577 | 165 | 22.2 |
| Drinking places | 177 | 129 | 54 | 155 | 28 | 15.5 |
| Other retail stores | 2,065 | 3,772 | 1,221 | 4,065 | 928 | 18.6 |
| Cigar stores and cigar stands | 72 | 54 | 29 | 70 | 13 | 15.4 |
| Coal and wood yards-ice dealers | 476 | 815 | 435 | 1,171 | 79 | 6.3 |
| Drug stores | 925 | 1,902 | 518 | 1,912 | 508 | 21.0 |
| Florists | 86 | 129 | 37 | 112 | 54 | 32.4 |
| Jewelry stores | 171 | 206 | 53 | 182 | 77 | 29.9 |
| News dealers | 53 | 169 | 24 | 141 | 52 | 26.7 |
| Office and store supplies & Equip. | 47 | 146 | 12 | 139 | 19 | 12.3 |
| Other classifications | 235 | 351 | 113 | 338 | 126 | 27.1 |
| Secondhand stores | 320 | 223 | 137 | 283 | 77 | 21.4 |

Figures: U. S. Census, Retail Distribution

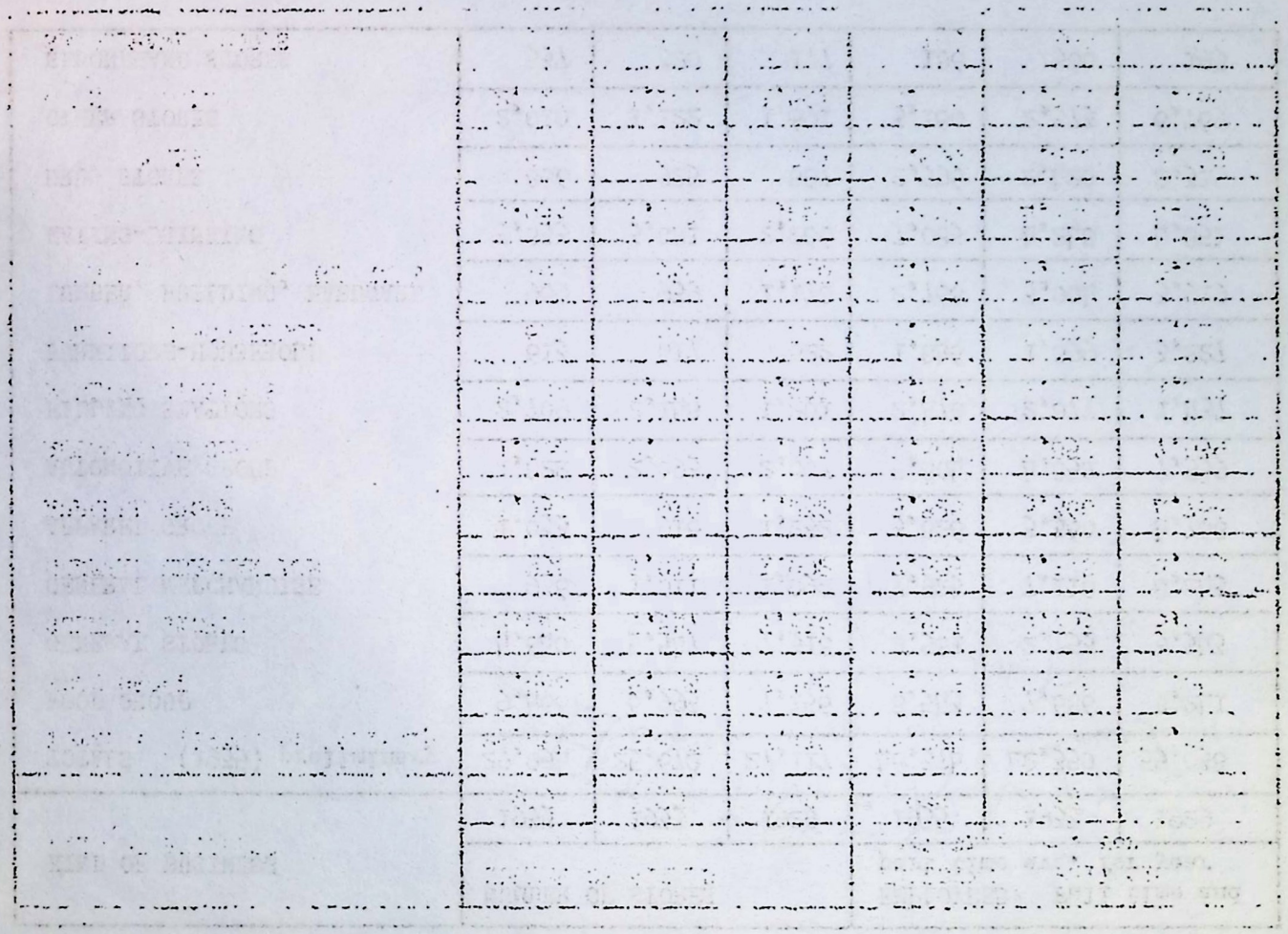


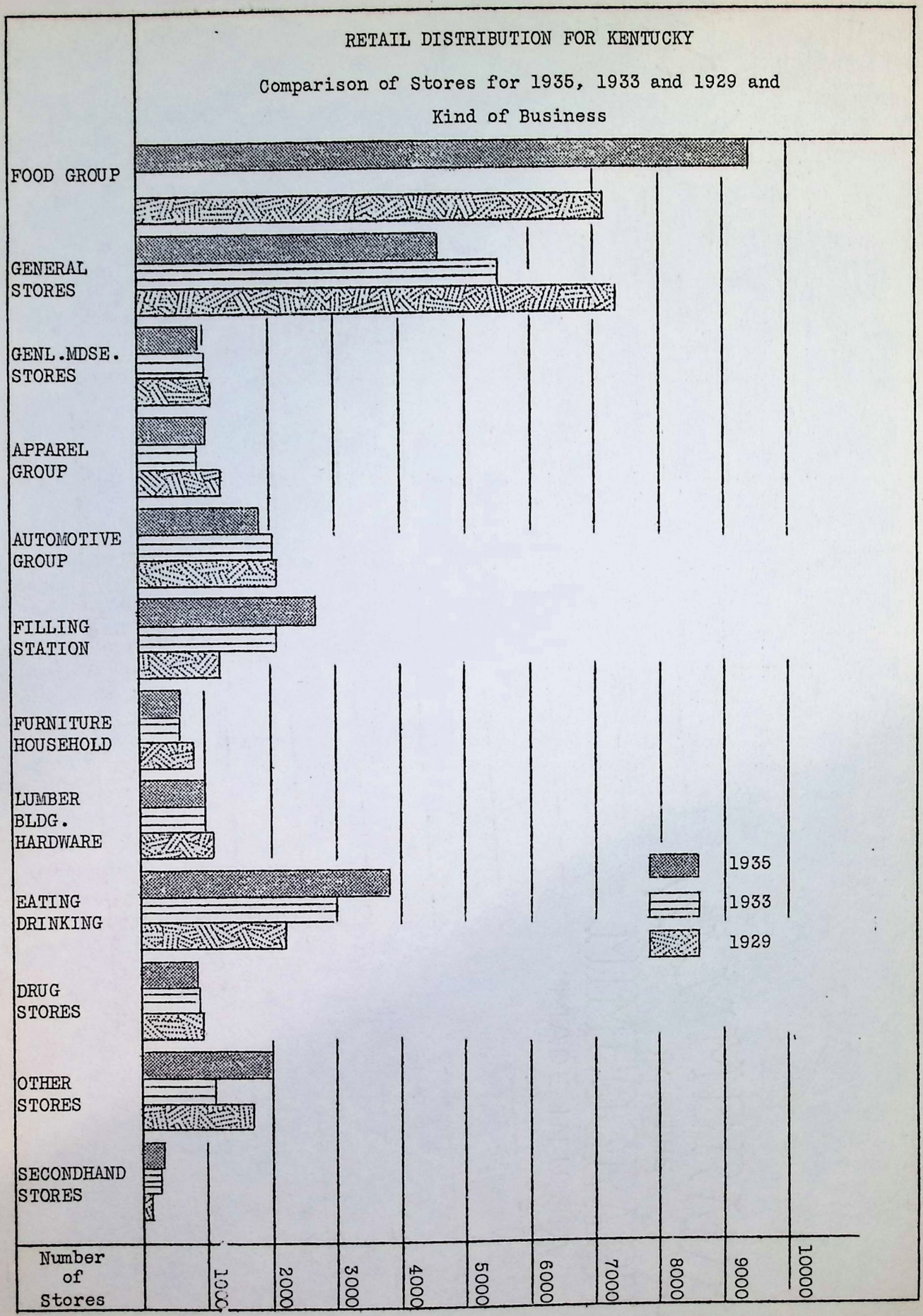
11437-B-120

RETAIL DISTRIBUTION: 1935, 1933, and 1929

KENTUCKY STORES and PERSONNEL

| KIND OF BUSINESS | NUMBER OF STORES | | | EMPLOYEES* Full time and part time avg. for year | | |
|---|---|---|---|---|---|---|
| | 1935 | 1933 | 1929 | 1935 | 1933 | 1929 |
| TOTALS: (1935) preliminary | 29,254 | 25,672 | 27,117 | 48,374 | 42,350 | 55,038 |
| FOOD GROUP | 9,466 | 6,993 | 7,156 | 8,543 | 7,686 | 8,241 |
| GENERAL STORES | 4,640 | 5,547 | 7,318 | 2,561 | 2,753 | 3,543 |
| GENERAL MERCHANDISE | 936 | 1,011 | 1,092 | 7,525 | 7,118 | 8,243 |
| APPAREL GROUP | 1,033 | 918 | 1,232 | 3,826 | 3,360 | 4,768 |
| AUTOMOTIVE GROUP | 1,822 | 2,093 | 2,097 | 5,804 | 4,852 | 7,539 |
| FILLING STATIONS | 2,709 | 2,148 | 1,201 | 2,476 | 2,077 | 1,437 |
| FURNITURE-HOUSEHOLD | 613 | 617 | 822 | 1,846 | 1,899 | 3,227 |
| LUMBER, BUILDING, HARDWARE | 989 | 939 | 1,178 | 2,768 | 3,004 | 3,919 |
| EATING-DRINKING | 3,833 | 3,021 | 2,266 | 7,083 | 4,248 | 4,851 |
| DRUG STORES | 866 | 925 | 887 | 2,596 | 2,420 | 2,315 |
| OTHER STORES | 2,010 | 1,122 | 1,691 | 3,160 | 2,573 | 6,769 |
| SECONDHAND STORES | 337 | 320 | 177 | 186 | 360 | 195 |






Figures U. S. Census, Retail Distribution



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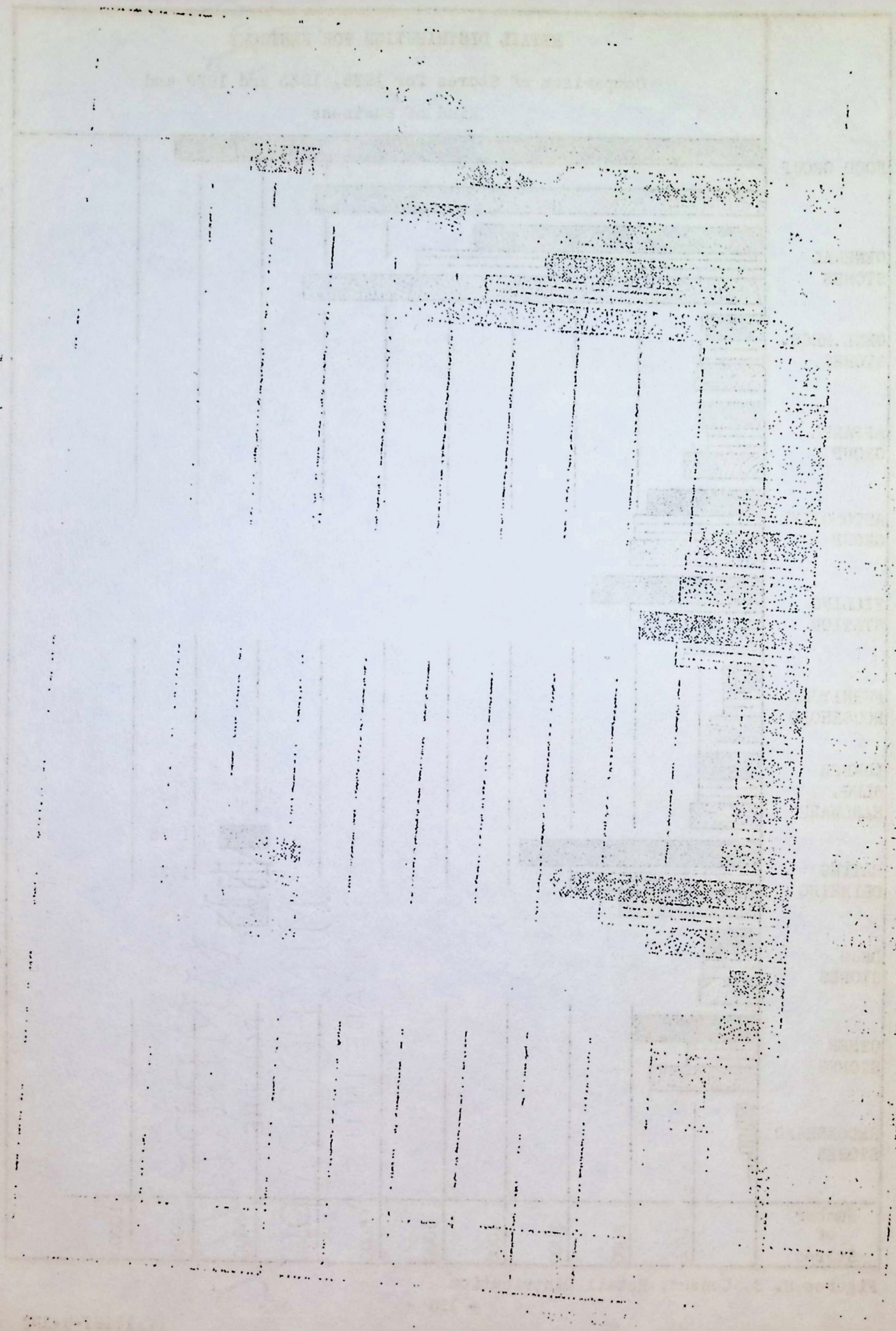
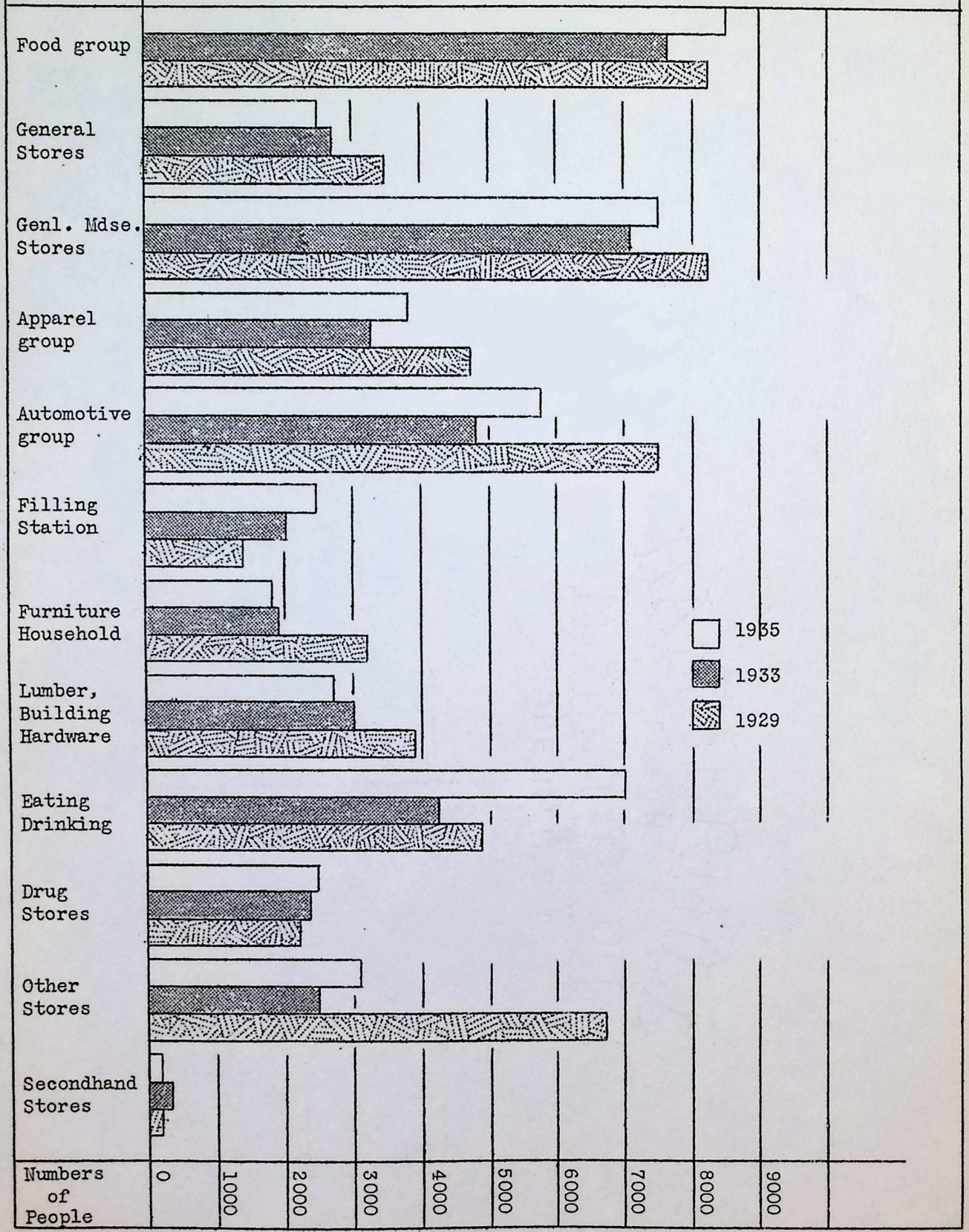
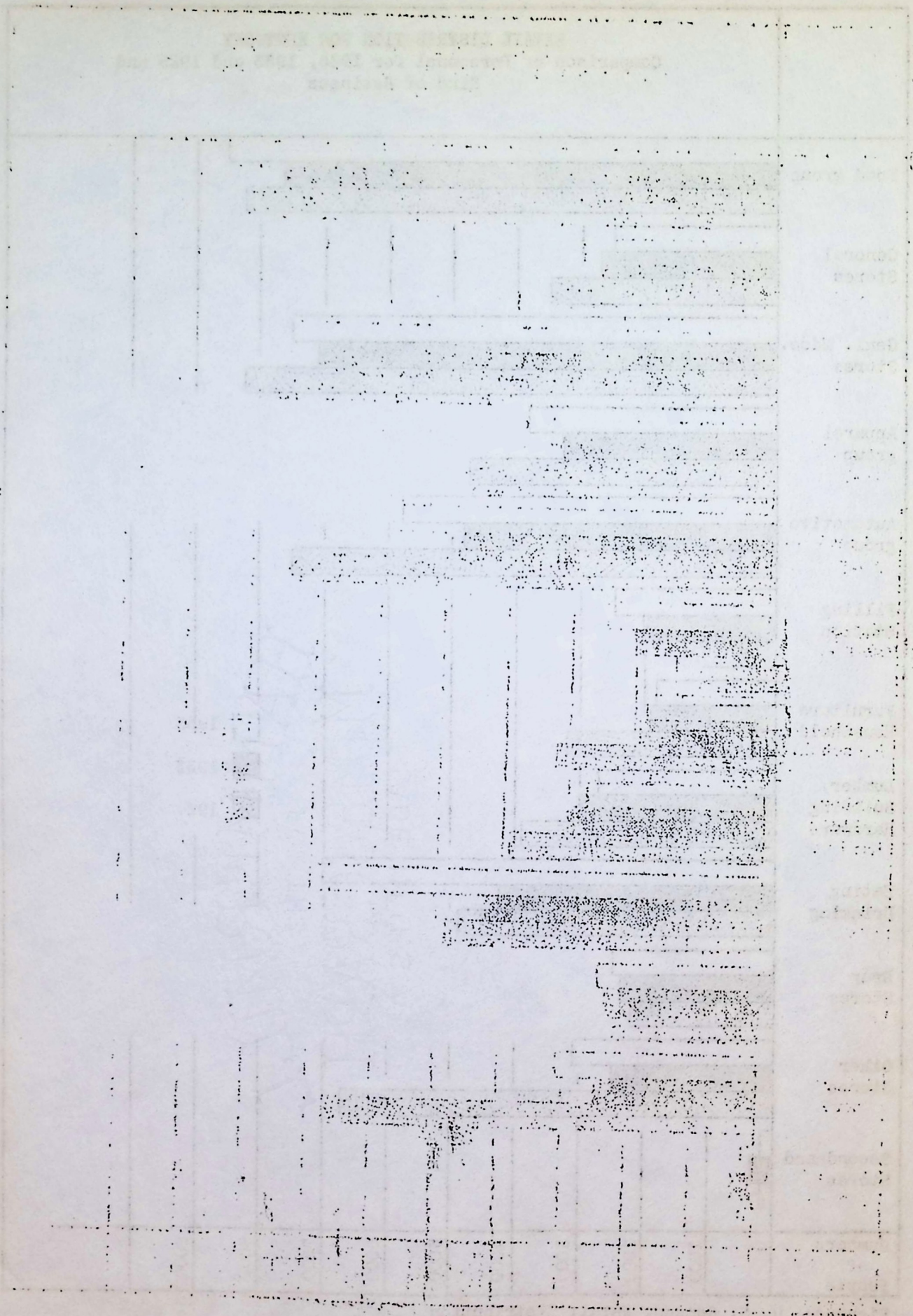


RETAIL DISTRIBUTION FOR KENTUCKY
Comparison of Personnel for 1935, 1933 and 1929 and
Kind of Business



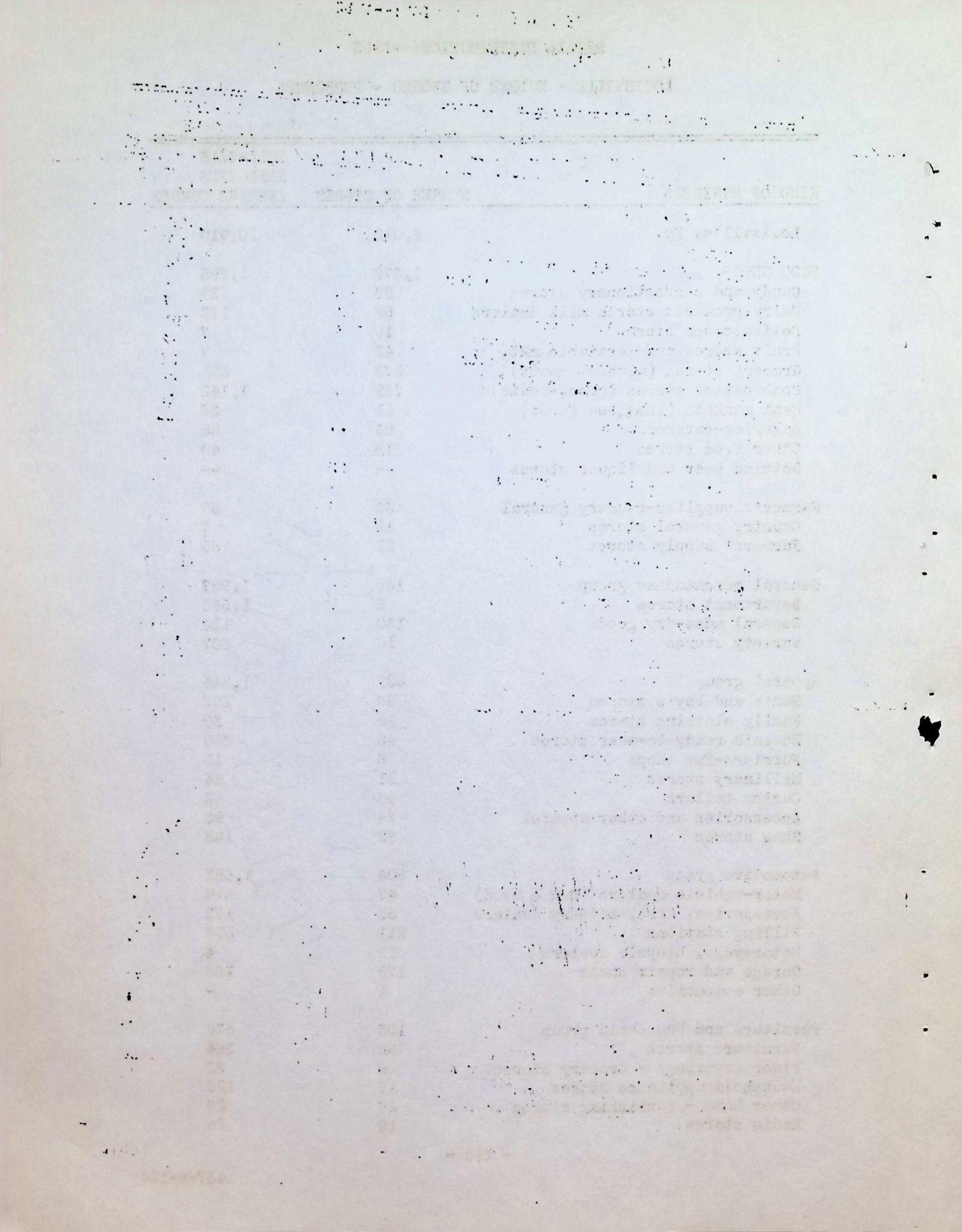

Figures: U. S. Census, Retail Distribution



RETAIL DISTRIBUTION:--1933

LOUISVILLE - NUMBER OF STORES - PERSONNEL

| KIND OF BUSINESS | NUMBER OF STORES | FULL-TIME EMPLOYEES AVERAGE NUMBER |
|---|---|---|
| Louisville, Ky. | 4,012 | 10,919 |
| FOOD GROUP | 1,372 | 1,795 |
| Candy and confectionery stores | 83 | 29 |
| Dairy-products stores milk dealers | 53 | 172 |
| Delicatessen stores | 19 | 7 |
| Fruit stores and vegetable mkt. | 42 | 7 |
| Grocery stores (without meats) | 273 | 291 |
| Combination stores (groc.-meats) | 769 | 1,142 |
| Meat markets (incl. sea foods) | 51 | 33 |
| Bakeries-caterers | 64 | 65 |
| Other food stores | 18 | 49 |
| Bottled beer and liquor stores | -- | -- |
| Farmer's supplies-country general | 33 | 57 |
| Country general stores | 12 | 7 |
| Farmers' supply stores | 21 | 50 |
| General merchandise group | 166 | 1,997 |
| Department stores | 8 | 1,566 |
| General mdse-dry goods | 140 | 124 |
| Variety stores | 18 | 307 |
| Apparel group | 301 | 1,344 |
| Men's and boy's stores | 56 | 293 |
| Family clothing stores | 15 | 30 |
| Women's ready-to-wear stores | 45 | 600 |
| Furriers-fur shops | 5 | 15 |
| Millinery stores | 31 | 64 |
| Custom tailors | 43 | 62 |
| Accessories and other apparel | 24 | 95 |
| Shoe stores | 82 | 185 |
| Automotive group | 504 | 1,653 |
| Motor-vehicle dealers (new & used) | 47 | 619 |
| Accessories, tire, battery dealers | 55 | 172 |
| Filling stations | 211 | 592 |
| Motorcycle, bicycle dealers | 12 | 4 |
| Garage and repair shops | 178 | 266 |
| Other automotive | 1 | - |
| Furniture and household group | 103 | 576 |
| Furniture stores | 36 | 364 |
| Floor coverings - drapery stores | 6 | 32 |
| Household appliance stores | 17 | 128 |
| Other home - furnishing stores | 26 | 26 |
| Radio stores | 18 | 26 |



## LOUISVILLE - NUMBER OF STORES - PERSONNEL

| KIND OF BUSINESS | NUMBER OF STORES | FULL-TIME EMPLOYEES AVERAGE NUMBER |
|---|---|---|
| Lumber, building, hardware group | 158 | 427 |
| Lumber and building material dealers | 25 | 168 |
| Electrical shops (without radios) | 10 | 82 |
| Heating and plumbing shops | 34 | 78 |
| Paint and glass stores | 17 | 33 |
| Hardware stores | 72 | 66 |
| Hardware - farm implement stores | -- | -- |
| Restaurant and eating group | 734 | 1,426 |
| Restaurant and lunchrooms | 475 | 1,209 |
| Lunch counters, refreshment stands | 219 | 174 |
| Drinking places | 40 | 43 |
| Other retail stores | 541 | 1,551 |
| Cigar stores and cigar stands | 25 | 21 |
| Coal and wood yards - ice dealers | 135 | 305 |
| Drug stores | 218 | 666 |
| Florists | 31 | 51 |
| Jewelry stores | 33 | 70 |
| News dealers | 11 | 125 |
| Office supply-equipment dealers | 21 | 107 |
| Other classifications | 67 | 206 |
| Secondhand stores | 100 | 93 |

Figures: U. S. Census Retail Distribution

| | | |
|---|---|---|
| | 17 | |
| | 19 | |
| | 56 | |
| | 17 | |
| | 13 | |
| | — | |
| | 134 | |
| | 179 | |
| | 212 | |
| | 40 | |
| | 134 | |
| | 13 | |
| | 28 | |
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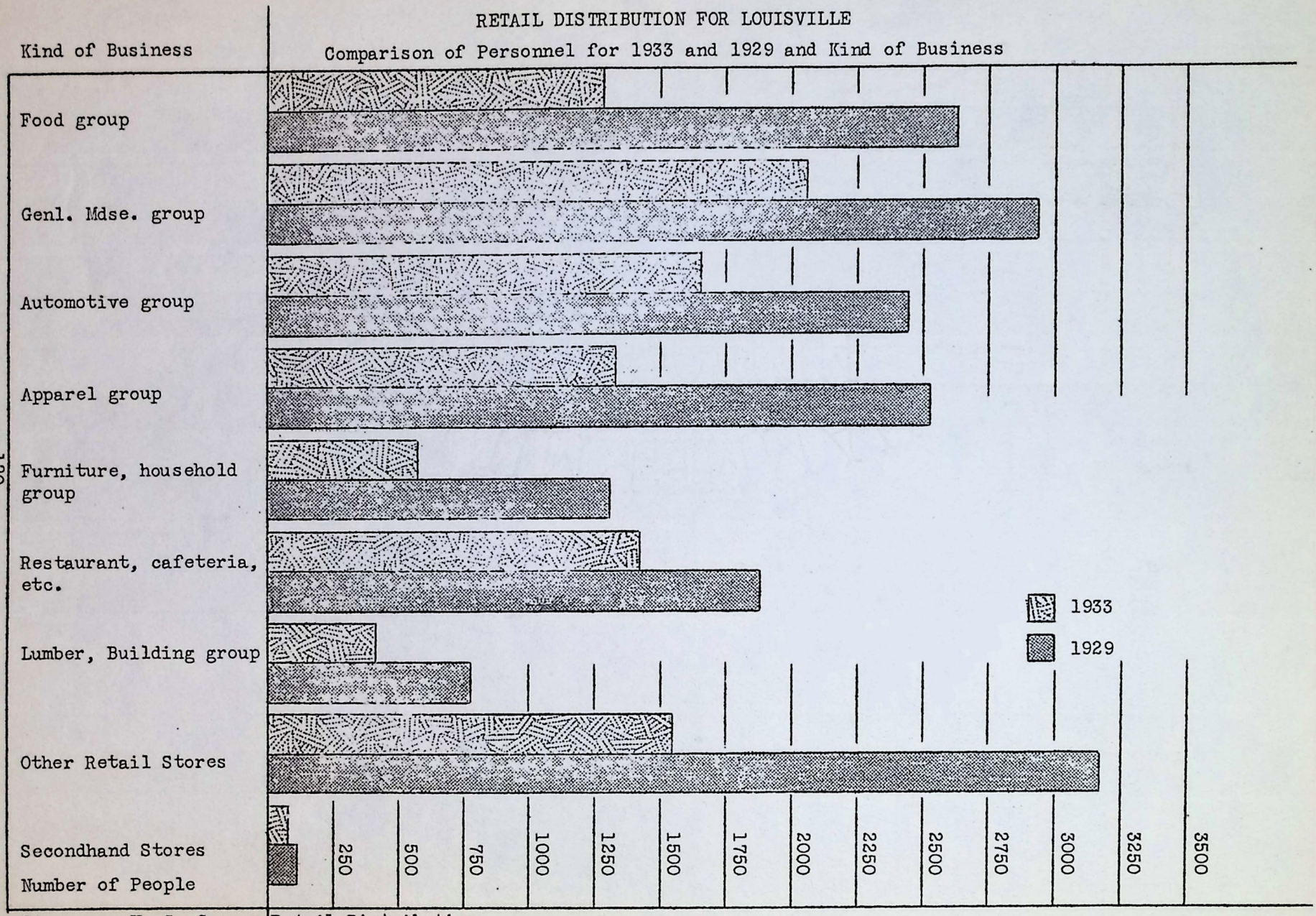
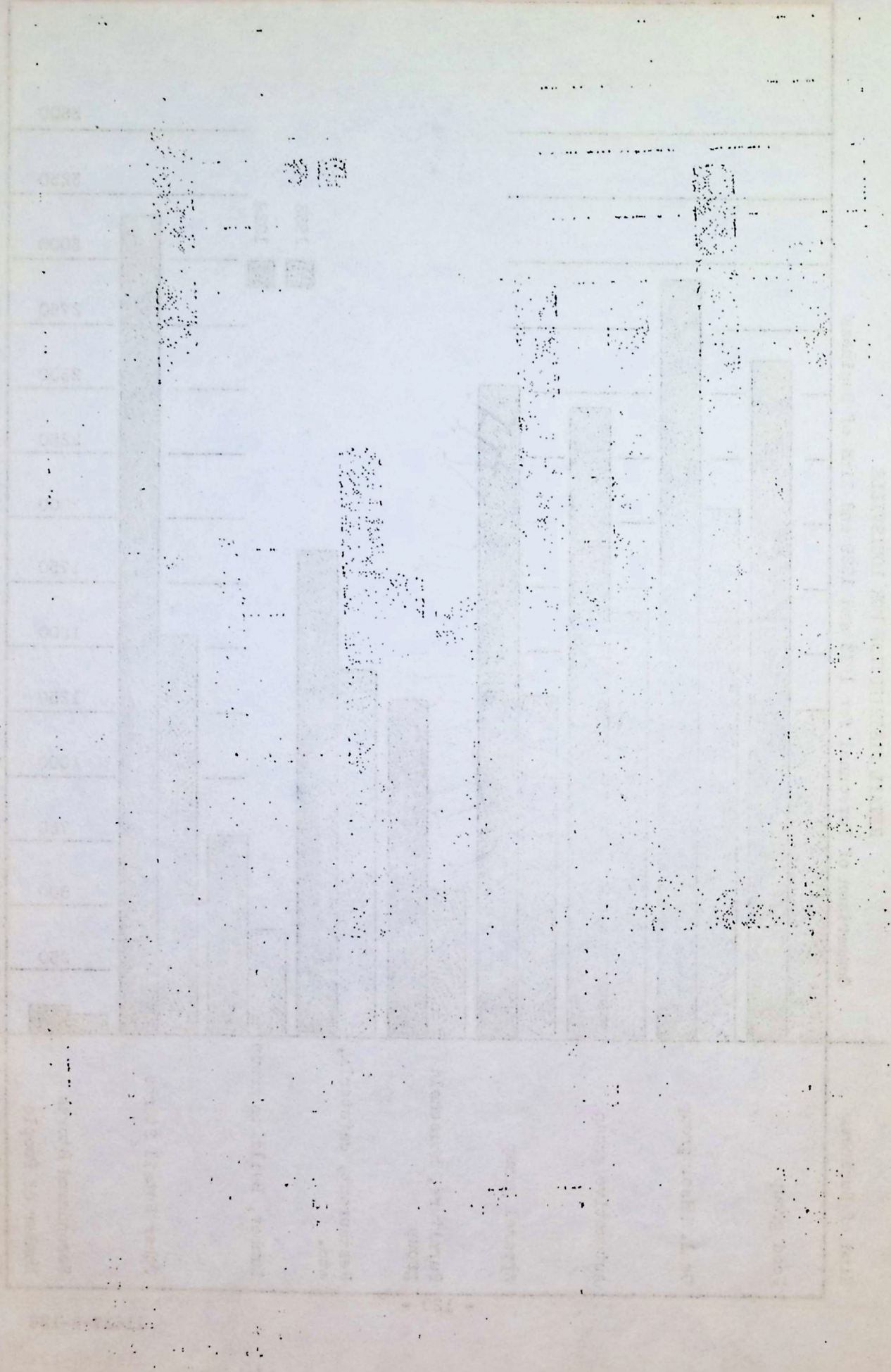
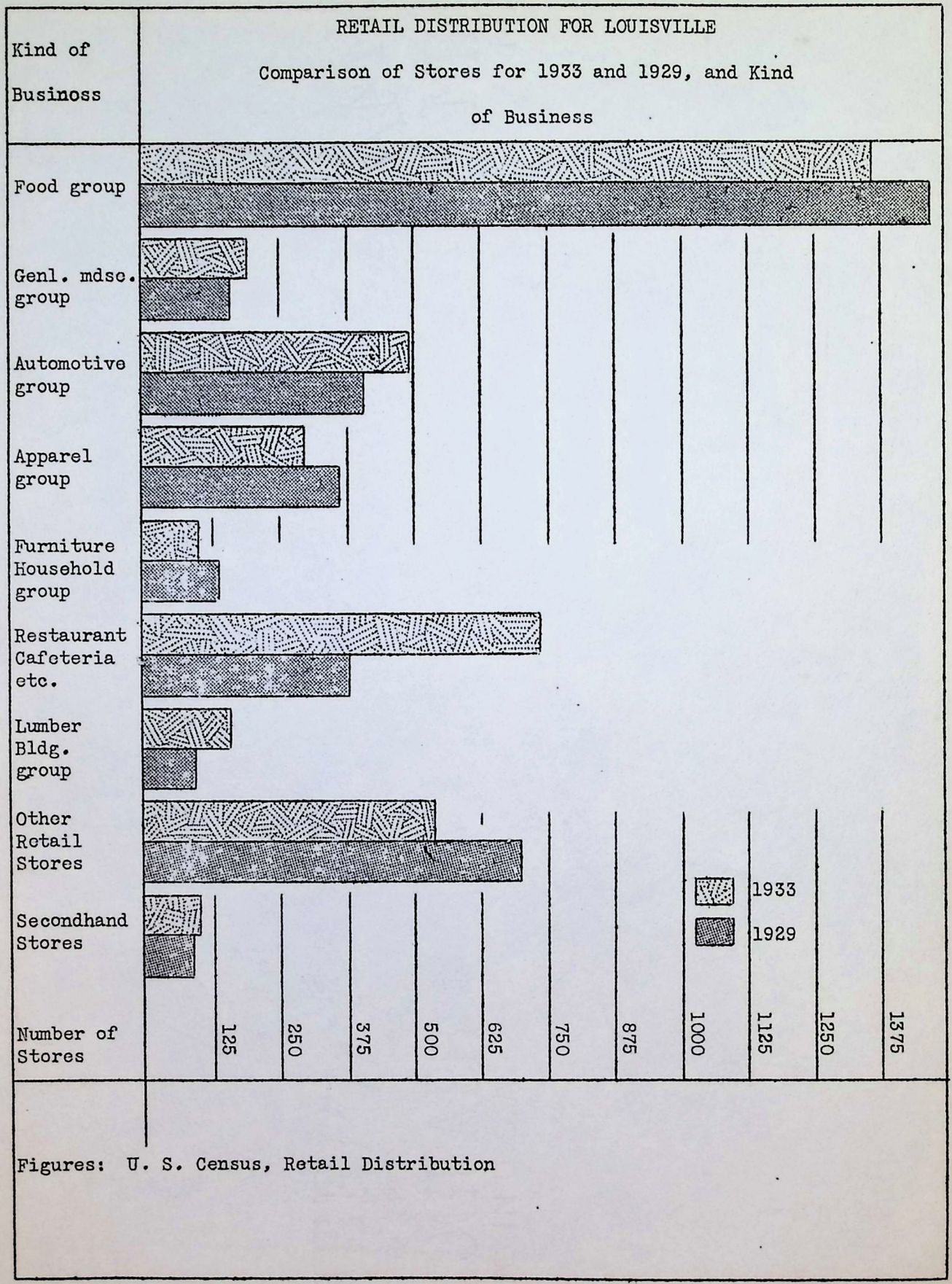
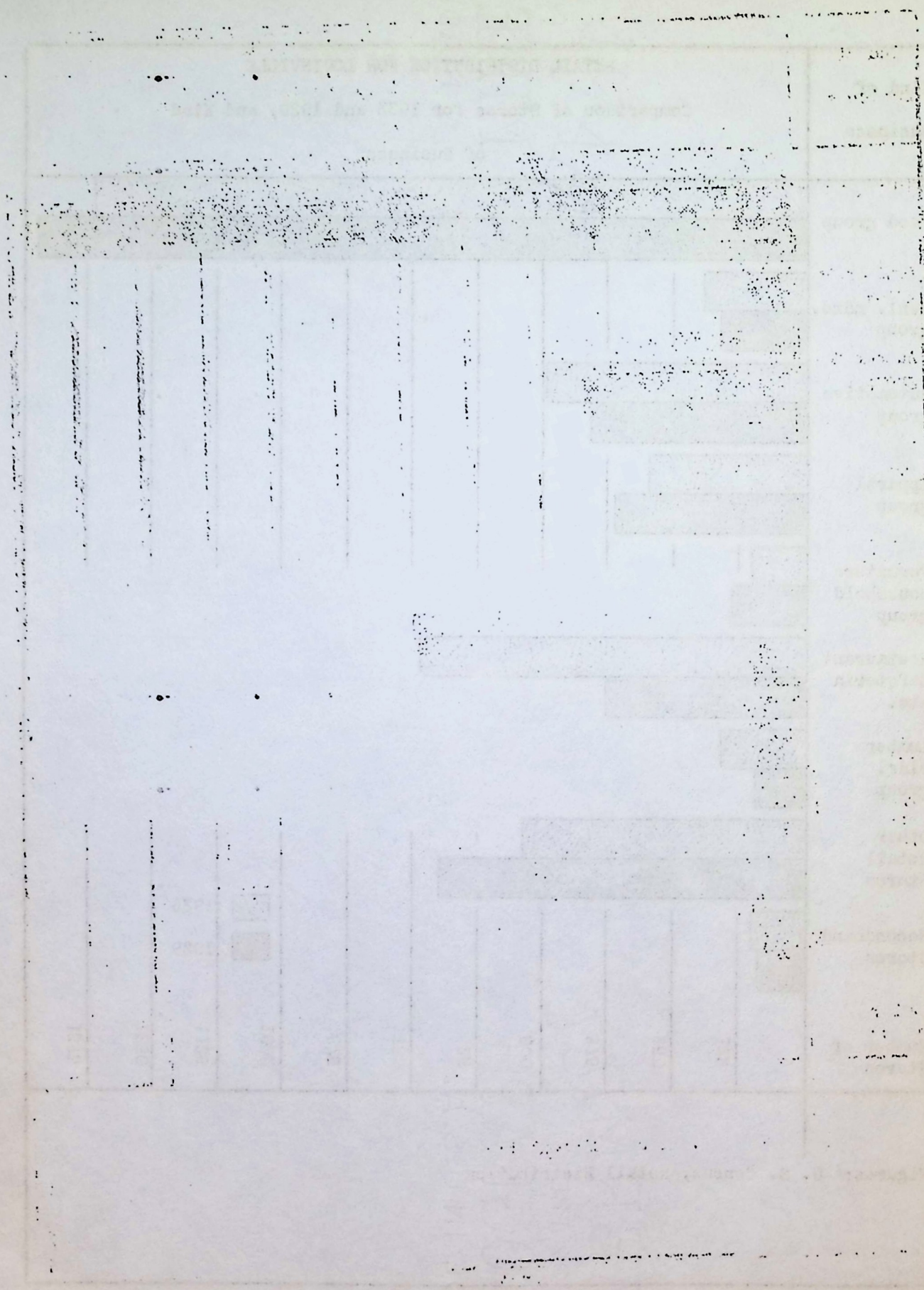



Figures: U. S. Census Retail Distribution






Figures: U. S. Census, Retail Distribution



RETAIL DISTRIBUTION: 1933 and 1929

For Louisville - Number of Stores - Personnel

| KINDS OF BUSINESS | No. of stores | | Average No. Full-time & part-time employees | |
|---|---|---|---|---|
| | 1933 | 1929 | 1933 | 1929 |
| ALL GROUPS | 4,012 | 3,952 | 10,919 | 17,819 |
| FOOD GROUP | 1,372 | 1,478 | 1,795 | 2,621 |
| GENERAL MERCHANDISE GROUP | 199 | 169 | 2,054 | 2,935 |
| AUTOMOTIVE GROUP | 504 | 411 | 1,653 | 2,448 |
| APPAREL GROUP | 301 | 372 | 1,344 | 2,518 |
| FURNITURE, HOUSEHOLD GROUP | 103 | 143 | 576 | 1,329 |
| RESTAURANTS, CAFETERIAS, ETC. | 734 | 479 | 1,426 | 1,889 |
| LUMBER, BUILDING GROUP | 158 | 99 | 427 | 785 |
| OTHER RETAIL STORES | 541 | 703 | 1,551 | 3,186 |
| SECONDHAND STORES | 100 | 87 | 93 | 105 |

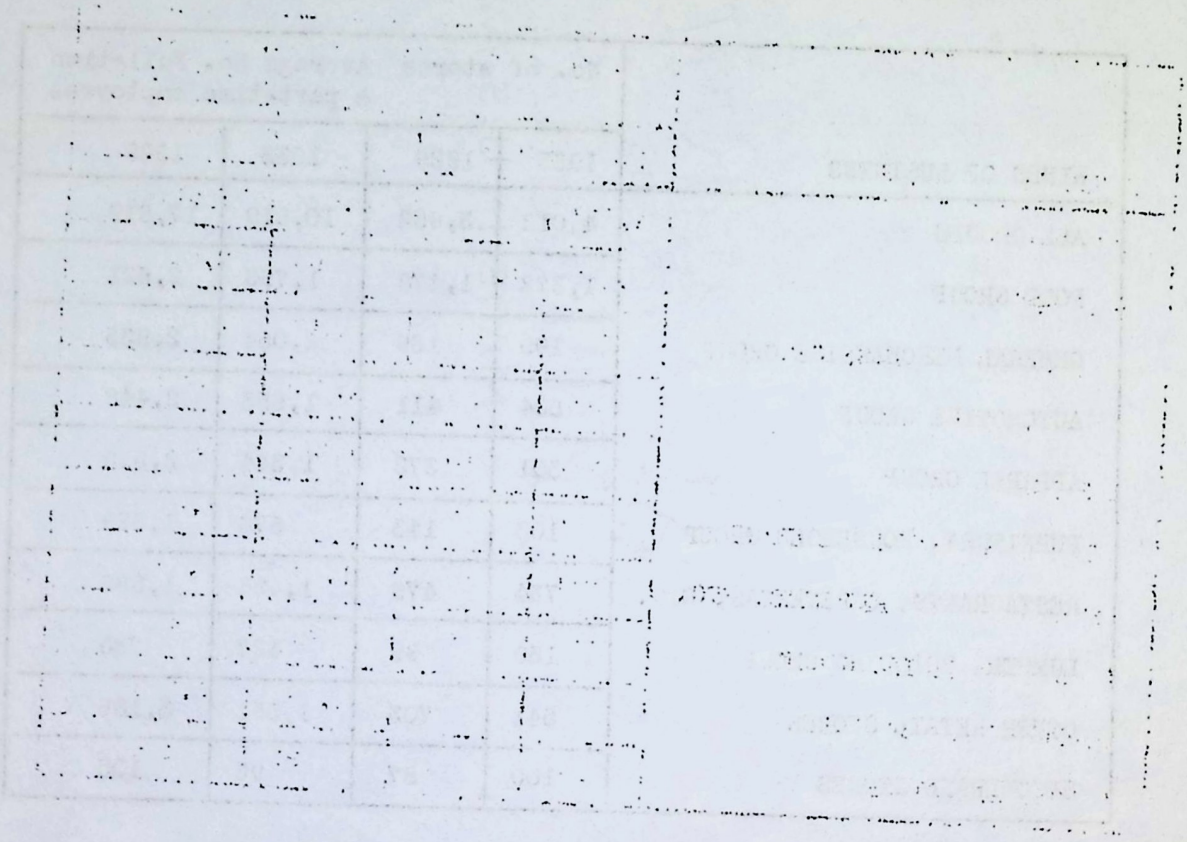


Table 3 Seasonal Employment in Retail Stores in Kentucky--1930

Characteristics

| Kind of business | Number of stores reporting seasonal variation data | Total employees (full time and part time) men percent | women percent | Part time employees (included in total column) men percent | women percent |
|---|---|---|---|---|---|
| All groups | 13,311 | 71 | 29 | 64 | 36 |
| Food Group | 2,998 | 82 | 18 | 77 | 23 |
| General Stores group | 7,645 | 76 | 24 | 63 | 37 |
| General merchandise | 741 | 29 | 71 | 13 | 87 |
| Automotive group | 2,131 | 93 | 7 | 95 | 5 |
| Apparel group | 845 | 47 | 53 | 47 | 53 |
| Furniture Household | 591 | 80 | 20 | 71 | 29 |
| Restaurants, Cafe, etc. | 1,192 | 57 | 43 | 62 | 38 |
| Lumber and Bldg. groups | 625 | 93 | 7 | 96 | 4 |
| Other retail stores | 2,470 | 82 | 18 | 83 | 17 |
| Secondhand Stores | 73 | 89 | 11 | 89 | 11 |

U. S. Census 1930

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